



HUMANISTINEN  
AMMATTIKORKEAKOULU

OPINNÄYTETYÖ

## **Ticket Sales Analysis for Live Nation Spain**

*Sara Pitkänen*

Kulttuurituotannon koulutusohjelma (240 op)

05 / 2016

# HUMANISTINEN AMMATTIKORKEAKOULU

## Kulttuurituotannon koulutusohjelma

### TIIVISTELMÄ

<b>Työn tekijä</b> Sara Pitkänen	<b>Sivumäärä</b> 50 ja 10 liitesivua
<b>Työn nimi</b> Ticket Sales Analysis for Live Nation Spain	
<b>Ohjaava(t) opettaja(t)</b> Jari Hoffrén ja Jouni Kärkkäinen	
<b>Työn tilaaja ja/tai työelämäohjaaja</b> Live Nation Spain, Celia Carrillo	
<b>Tiivistelmä</b> <p>Opinnäytetyön tilaaja on kansainvälisen tapahtumatuotantoyhtiö Live Nationin Madridin toimipiste Espanjassa, joka tuottaa satoja erikokoisia tapahtumia vuosittain. Vuodesta 2006 lähtien Barcelonassa ja 2010 Madridissa toiminut yritys on osa maailman suurinta tapahtumatuotantoyhtiö Live Nation Entertainmentia.</p> <p>Opinnäytetyön tarkoituksena on auttaa Live Nation Spainia poimimaan ne tekijät, jotka vaikuttavat lipunmyyntiin ja joihin he itse voivat vaikuttaa. Merkittävin näistä tekijöistä on markkinointi. Tarkoituksena on lisäksi selvittää, miten paljon erilaiset markkinoinnissa tehdyt teot vaikuttavat lipunmyyntiin ja missä lipunmyyntiprosessin vaiheessa nämä teot tulisi tehdä, jotta ne olisivat kaikista tehokkaimpia. Kiinteästi tähän liittyen opinnäytetyö kartoittaa myös Live Nation Spainin asiakasprofiilia.</p> <p>Tutkimusmenetelmänä työssä käytettiin kvantitatiivista eli määrällistä kyselytutkimusta, joka toteutettiin keväällä 2016 Live Nation Spainin järjestämän konsertin asiakkaille. Kyselyn tarkoituksena oli selvittää esimerkiksi minkä ikäisiä asiakkaat olivat, milloin ja mistä he olivat ostaneet lippunsa ja mitä kautta he olivat saaneet tietää konsertista. Toisena tutkimusmenetelmänä käytettiin kvalitatiivista eli laadullista tutkimusta, havainnointia, joka tehtiin havainnoimalla saman konsertin kävijöitä. Niin havainnoinnin, kuin myös kyselyn tuloksista, tehtiin analyysi sekä kävijäprofiili. Lisäksi näiden kahden tutkimuksen tuloksia verrattiin toisiinsa.</p> <p>Opinnäytetyössä tutkitaan myös sitä, mikä voisi olla syynä siihen, että jotkut artistit myyvät stadionit loppuun ja toisilla lähes yhtä tunnetuilla artisteilla, konserttitalit ovat hädin tuskin puolillaan. Työ tarjoaa tilaajalle työkalun, jota he voivat käyttää tulevaisuudessa lipunmyynnin ja markkinoinnin analysoimiseen.</p> <p>Opinnäytetyössä listataan monia pieniä ja suuria huomioita markkinoinnista, lipunmyynnistä ja näiden kahden suhteesta, jotka voivat auttaa myös muita tapahtumatuotantoyhtiöitä ja näin ollen edesauttaa ammattialan kehitystä.</p>	
<b>Asiasanat</b> markkinointi, tapahtumatuotanto, kvantitatiivinen tutkimus, kvalitatiivinen tutkimus	

**HUMAK UNIVERSITY OF APPLIED SCIENCES**  
**Degree Programme in Cultural Management and Production**

**ABSTRACT**

<b>Author</b> Sara Pitkänen	<b>Number of Pages</b> 50 and 10 attachment pages
<b>Title</b> Ticket Sales Analysis for Live Nation Spain	
<b>Supervisor(s)</b> Jari Hoffrén and Jouni Kärkkäinen	
<b>Subscriber and/or Mentor</b> Live Nation Spain, Celia Carrillo	
<p><b>Abstract</b></p> <p>This thesis is made for Live Nation Spain in Madrid which is an international event organizing company. They organize hundreds of different sized events every year. The company has worked in Barcelona since 2006 and in Madrid since 2010 and it is a part of the world's biggest event organizing company Live Nation Entertainment.</p> <p>The purpose of the thesis is to help Live Nation Spain identify the factors that affect the ticket sales and that are within the company's control. The most significant one is marketing. The purpose is also to find out how different marketing actions affect the ticket sales and at what point of the ticket selling process should they be done to create the best effect. Related to this, the thesis examines Live Nation Spain's customer profile.</p> <p>The primary research method used in the thesis was a quantitative questionnaire that was conducted in the spring 2016 at a concert organized by Live Nation Spain. The purpose of the survey was to find out, for example, how old the customers were, when and where they had bought their tickets, and how they had found out about the concert. The second research method was observation which is a qualitative study. The observation was carried out in the same concert. The results from both observation and questionnaire were analyzed and made into customer profiles. The results were also compared to each other.</p> <p>The thesis also examines what could be the reason for some artists selling out massive venues but other artists that are nearly as well-known selling hardly half of the tickets. The work gives Live Nation Spain a tool that they can use in the future to analyze ticket sales and marketing.</p> <p>In the thesis, there are many areas dealing with marketing, ticket sales and the relation between the two. These are also applicable to other event organizing companies and therefore contribute to the development of the professional field of event organizing.</p>	
<b>Keywords</b> marketing, event production, quantitative research, qualitative research	

## **CONTENTS**

<b>1 INTRODUCTION</b>	<b>5</b>
1.1 The goals and how they were achieved	5
<b>2 LIVE NATION AS A COMPANY</b>	<b>6</b>
2.1 Live Nation Entertainment	7
2.2 Live Nation Spain	7
<b>3 MARKETING AND TICKET SALES</b>	<b>8</b>
3.1 Performer profiles	8
3.2 Factors that affect the ticket sales	12
3.3 What Live Nation has the power to do	16
3.4 Marketing actions	17
3.5 If tickets do not sell	18
<b>4 LIVE NATION TICKET SALES REALITY</b>	<b>19</b>
4.1 Marketing actions; Macklemore & Ryan Lewis	19
4.2 Marketing actions; Ellie Goulding	22
4.3 Comparison	24
<b>5 COLLECTING INFO ABOUT THE CUSTOMER: OBSERVATION</b>	<b>26</b>
5.1 Observation as a research method	26
5.2 Observation as a process	27
5.3 Strengths and weaknesses of observing	28
5.4 Observing Macklemore & Ryan Lewis concert goers	28
5.5 Customer profile according to the observation	31
<b>6 COLLECTING INFO ABOUT THE CUSTOMER: QUESTIONNAIRE</b>	<b>31</b>
6.1 Questionnaire as a research method	31
6.2 Strengths and weaknesses of a questionnaire	32
6.3 Piloting a questionnaire	33
6.4 Macklemore & Ryan Lewis concert: questionnaire results	34
6.5 Customer profile according to the questionnaire	42
<b>7 ETHICAL ISSUES WHEN COMPLETING RESEARCH</b>	<b>42</b>
<b>8 EXAMPLE CASE AND TIPS</b>	<b>43</b>
8.1 Example case	44
8.2 Tips	47
<b>9 NEW TOOL FOR ANALYSING TICKET SALES</b>	<b>50</b>
<b>10 CONCLUSION</b>	<b>51</b>
<b>SOURCES</b>	<b>53</b>
<b>ATTACHMENTS</b>	<b>55</b>

## 1 INTRODUCTION

The need for this thesis comes directly from the company Live Nation Spain itself. Their desire is to find out what affects the ticket sales by analyzing different factors. They organize a big amount of large sized concerts as well as smaller club performances every year and advertise them in different channels. What they do not know but would like to find out is how exactly certain promotions, campaigns, marketing actions and dozens of other factors affect the sales. They also want to know when these actions should be done to create the best results in ticket sales.

They are also interested in knowing what makes some popular artists sell out their tickets in just a few hours but other artists that are nearly just as popular sell hardly any. Therefore, the main interests are; what they can do better, how they can do better and what is the most productive time for each action. Closely connected to this is also the need to know who exactly their customers are. More detailed knowledge and data about the customers would help them direct their marketing more effectively.

### 1.1 The goals and how they were achieved

The main goal was to find a way to connect the marketing investments with a change in ticket sales in order to discover the most efficient time to execute these actions and not lose money doing the wrong things at the wrong times. In other words, what needed to be found was the best and the most effective way to use the money meant for the marketing of a certain artist. The purpose of this was not only to save time and money but also to reach the customers in a better and more targeted way.

To begin with, the intention was to find most of the factors that have an effect on the customer's decision to buy a ticket to a concert, rule out the ones that cannot be affected by the concert producer after acknowledging them and concentrate on the factors that can be affected. There is a numerous amount of possible reasons that could influence the customer's decision making. This decision process can be made easier

by changing the marketing plan and by, for example, making sure that the buying process works well and that the venue is easily accessible.

Another thing that was also examined was how the ticket sales of a few chosen concerts change after a certain marketing action. Whether an action makes the ticket sales shoot up, plummet or stay the same is important for Live Nation to know. This is presented using graphs. The exact change in sales numbers after a marketing action has been made on a certain date is demonstrated comprehensively and clearly.

On top of analyzing the ticket sales this thesis also focused on the possible customer. Information was gathered about the people that went to a concert organized by Live Nation. There was a clear desire on Live Nation's behalf to know more about the possible customers and to compile data about them to help Live Nation with targeting their marketing actions. Customer profiles were created based on information collected at a Live Nation concert.

## 2 LIVE NATION AS A COMPANY

The history of Live Nation dates back to a company called SFX that was founded in New York, The United States in 1992. SFX owned a line of radio stations and decided to expand to concert production in 1997 and create a new division, SFX concerts. Over the next few years SFX bought multiple different live entertainment companies nationally and internationally, changed its name a few times and created more divisions. In 2005 the concert production grew too big and it was separated from the main corporation into its own independent spin-off company and was named Live Nation. Instead of New York the new unit was placed in California. (Reference for Business 2016.) In 2010 it merged with ticket selling company Ticketmaster and created Live Nation Entertainment. Nowadays, Live Nation Entertainment is divided into four: Live Nation Concerts, Live Nation Media and Sponsorship, Ticketmaster and Artist Nation. (Live Nation 2016.)

## 2.1 Live Nation Entertainment

The four sub companies that Live Nation Entertainment is divided into are quite independent and have their own individual functions. Live Nation Concerts organize about 25 000 concerts and over 70 festivals globally every year. It operates in over 37 countries and is the biggest live entertainment company in the world with over 3 300 performing artists. Live Nation Media and sponsorship provide advertisers with highly efficient music marketing plans. They work with over 900 brands and have their own mobile phone application. Ticketmaster was founded in 1976 as a ticket sales and distribution company. After merging with Live Nation it became the leading ticket selling company not only in the United States but also in the world. They sell over a half a billion tickets annually while operating in 22 countries. Artist Nation provides managers for their artists. The number of artists that they manage is over 350 with over a 100 managers. (Live Nation 2016.)



Picture 1. The mother company Live Nation Entertainment's logo.

## 2.2 Live Nation Spain

Live Nation began operating in Spain after purchasing Spanish live entertainment company, Gamera S.A., in 2006. Gamera S.A. had been founded in 1988 (Bloomberg Business 2016) and worked as an umbrella organization bringing together five other smaller companies. Live Nation Spain is based in Barcelona but since 2010 has had an office in Madrid as well. Therefore, the two offices are part of the same company but work independently. (El Pais 2010.)

Live Nation Spain is an affiliated company of Live Nation Entertainment and it functions as a live entertainment and eCommerce company. It manages online sites for event ticket booking, organizes gigs for performers, manages artists and presents marketing opportunities for advertisers. (Bloomberg business 2016.)

### 3 MARKETING AND TICKET SALES

The organizer should look at event planning from the point of view that the event goer wants to be entertained and is looking for an exciting experience that they will remember for a long time. They might also expect the organizers to innovate or show enterprise. (Bladen & Kennell & Wilde & Abson 2012, 163.) This is called the “3 Es” of event marketing (entertainment, excitement and enterprise) that will help the event planners (Hoyle, 2002).

#### 3.1 Performer profiles

Before starting the actual planning for marketing and campaigns, Live Nation creates a performer profile of all the artists and bands that come to Madrid. The purpose of this is to study the performer, its actions and fans in order to make the best marketing plan possible. The profile consists of all the important information related to them. It starts with telling about the artist’s history, when their musical career started, when they got a recording deal, how many albums they have released so far, what music style they present and how it has evolved over the years. It also lists a few similar artists and who they have worked together with in the past. After this it moves on to tell about the different social media sites that the artist uses. It lists the amount of followers on Twitter and Instagram, the likes on Facebook, the most listened songs on Spotify and the most watched videos on YouTube.

Because of globalization and online networks people are able to be close to the artists and follow their everyday life easier than before. Their every move is posted on Facebook, tweeted or pictured with a selfie. International artists nowadays have to



compete with not just the local events and traditional celebrations but also the increasing expectations of the audience. They need to be entertained. (Bowdin 2012, 233.) Therefore, some important facts written in the profile are also which are the most used social media sites by the artist and for what purpose are the sites exactly used for. For example, some artists only use Facebook for notifying the audience of upcoming shows or other important news which makes the site professional instead of posting things from their everyday lives which would make it personal.

A comparison was made between performer profiles that Live Nation had compiled in 2016 for three artists; Ellie Goulding, Macklemore & Ryan Lewis and Coldplay. Ellie Goulding performed in Madrid and Barcelona in early February, Macklemore & Ryan Lewis had a concert in Madrid in the beginning of April and Coldplay performed in Barcelona at the end of May. All the artists represent very different musical styles not to mention that their images are far from one another as well. This was taken into consideration when doing the comparison. Ellie Goulding is a solo artist whose style is categorized as electro pop or indie pop whereas Macklemore & Ryan Lewis are a rap/hip hop duo. Coldplay, however, is a pop/rock band consisting of four members. The idea of this comparison was to find reasons for the way the tickets to each of the shows were sold and what might have affected the selling process.

Tickets for Ellie Goulding's and Macklemore & Ryan Lewis' concerts came out in October and Coldplay's in November. Coldplay sold out in just a few hours, whereas in contrast, neither of Ellie Goulding's concerts were even close to being half full. About three quarters of Macklemore & Ryan Lewis' concert tickets were sold. However, when looking at the social media information in the profiles Ellie Goulding has double the amount of followers on Twitter (5,3M) than Macklemore & Ryan Lewis do (2,8M) as well as likes on Facebook (Ellie Goulding 12M, Macklemore & Ryan Lewis 6,5M). This would suggest that Ellie Goulding has more dedicated fans and that she would be more popular. Also, even though out of the three Coldplay has the most amount of both Twitter followers (15,8M) and Facebook likes (38M) they only have 1,6M Instagram followers whereas Ellie Goulding has 6,4M and Macklemore & Ryan Lewis have 3,2M.

All the three artists have gotten some very significant recognition during their careers which was also mentioned in their profiles. Ellie Goulding has won two BRIT awards including a Critics' choice award from 2010. Macklemore & Ryan Lewis have gained at least four Grammy awards including Best new artist and Best rap song in 2014. Coldplay, on the other hand, has won numerous awards including two Q awards, seven Grammys and eight BRIT awards. The big difference between Coldplay and the other two performers is that Coldplay is a fairly old band compared to the other two and has had more time to gain its dedicated and loyal fan base. Ellie Goulding and Macklemore & Ryan Lewis have been in the public spotlight for about six years each whereas Coldplay started almost 20 years ago.

Something that all of them have in common is that each of them have released a new album just before their performance in Spain. Ellie Goulding released hers in November 2015, Coldplay in December 2015 and Macklemore & Ryan Lewis in February the following year. This must have had a positive effect on ticket sales because this way the artist gets more publicity in Spain, their songs are played on the radio more and they gain more new fans.

The time when radio stations and the mass media are the most interested in a new album by an artist is just before, and for some time after, it has been released. That is the time when the stations want to play something new and cool and be the first ones doing it. New music will only hold interest for a limited time though as there is more, newer music by other artists coming along and therefore the marketing and promo campaign has to be planned well. An early start on the promotion strategies and actions long before the album has been released gives the artist the best exposure. There should be a lot of interviews in print media, radio and TV scheduled before the release of the album so that when the release is actually at hand there is enough excitement and expectancy around it. Concerts can also be scheduled before the release to take place after it to support the excitement. (Planetary Group 2016.)

In the profiles made by Live Nation they have used a company called Next Big Sound that studies music online. The purpose of this company is to study and analyze the artist's own online activity in, for example, social media, the popularity of musicians

and bands as well as activity around the artist. Among many other things it analyses the weekly changes in the amount of followers or views of a certain band. (Next big sound 2016.) According to this Macklemore & Ryan Lewis have achieved a “*large* audience reach”, “*moderate* audience engagement” and the “artist social stage” was “*epic*” in October which is when the analysis was done. When these are compared to the results of Ellie Goulding from September only the “audience reach” is different. Instead of being “*large*” it is “*enormous*” meaning that it is higher than that of Macklemore & Ryan Lewis’. Coldplay as well has the same results as Ellie Goulding having only the last one different and also better from Macklemore & Ryan Lewis’. Coldplay’s results are from October.

Next Big Sound also analyses which, men or women are more active on Twitter when it comes to retweeting an artist’s tweets or mentioning them in their own tweets. The tool gives a percentage of the gender division for this. For Macklemore & Ryan Lewis the division was 58% female and 42% male and for Coldplay it was quite similar with 57% female and 43% male. This could partially predict how the gender division in a concert would be as well. In other words, it is very likely that a little over half of both of the concerts’ goers are women. Unfortunately this information was not included in Ellie Goulding’s performer profile.

All of these artists have performed in Spain before 2016. Coldplay has visited the country six times in total, Ellie Goulding twice and Macklemore & Ryan Lewis once. The last time Coldplay performed in Spain was four years ago whereas both Ellie Goulding and Macklemore & Ryan Lewis had concerts in Spain in 2014. It is possible that the ticket buyers still remember the previous concerts of the two latter ones but not Coldplay’s and that is why Coldplay sold better. Also Ellie Goulding was the only artist out of the three that had two concerts in Spain during the same visit. Even though she gained lots of attention and success last year thanks to her performance in the movie soundtrack of Fifty Shades of Grey, maybe she does not have enough fans in Spain to fill two venues.

### 3.2 Factors that affect the ticket sales

The creation of the marketing strategy should start from thinking about the potential customer. Who exactly are the people that would attend the event and how can they be best reached? Customers have different reasons for going to concerts but it is very important to identify the main motivation for coming to the event. When that question has been answered it is easier to go forward, evaluating how to entertain but inform them at the same time. With what kind of content can the organization get them to purchase the ticket? (Meerman Scott 2010, 32.)

There are hundreds of possible reasons that could influence the customer's decision making and a few examples of these are time, place, date, price of the concert and recently released single or album. These elements, however, cannot be affected because they have been set by the promoter, agent, record label or the artist and the organizing team in Spain cannot change this. Exposure to the marketing actions, convenience of getting to the concert and to buy tickets are other examples of factors that are also relevant but unlike the other factors they can be altered. Usually the first impression the customer has of the event is the process of buying and receiving the tickets and therefore the organizer needs to make sure that the process works well. A customer's decision making can be made easier by changing the marketing plan and that the venue is easily accessible. (Bladen et al. 2012, 101.)

In the following table the two different types of factors are listed; things that can be affected and things that cannot be affected. These are only examples of such factors as there is a huge amount of possibilities.

Table 1. Factors that affect the sales.

<b>Factors that can be affected</b>	<b>Factors that cannot be affected</b>
Marketing actions/campaigns; internet, social media, TV, radio, press, promo, PR	Ticket prices (set by the promoter)
Clear information delivery	Time and date of the show (according to artist's availability)

Exposure to the marketing actions	The venue (promoter + agent + artist)
Sponsors, their usage and visibility	The weather/season conditions
Easy access to the venue	Support act (agent/artist)
Articles/news/interviews in local papers/ magazines and TV channels	Recently released album/single/music video (record label + agent + artist)
Company image	Constant playing on the radio
Level of service and the service quality on site/ticket office/website	Recent musical achievement of the band (e.g. the Grammys)
	Popularity on Spotify/Social media
	Economic situation of the environment/customer
	Other events and activities happening at the same time/competition
	Train/bus service from other cities

Marketing and advertising actions are the most important factor that can be affected by the concert organizer. Whether it is a large or small event, the company should advertise. It is not completely necessary at all times but it is favorable. In some cases events have not been successful, not only because people did not want to go to them, but because they did not know the concerts were on. It is important for the public to, first of all know about the existence of the event, and second of all, to be able to access more information easily, for example, details about the venue and other attractions. (Conway 2009, 65.)

A big decision to be made about marketing is whether to use push or pull strategies or both. The difference between the two is that push strategies are targeted at those between the customer and producer such as agents, distributors and brokers and pull strategies are directed at the customers. (Masterman & Wood 2005, 10.) Both of them are very useful for event organizing companies. Marketing directly aimed at the audience is very important and will lead to buying customers. However, the concerts as well as the organization need to be marketed to get, for example, reporters interested in them and to write an article or a news piece about their show.

Often companies' marketing toolkits contain newsletters, website, Facebook and Twitter pages, news media articles, internal communications, PR and sometimes even TV and radio. Most of these tools cost quite a lot of money and some of them are not possible for most of the companies or organizations to use. Not every company can afford to use TV as an advertising channel. However, social media and online sites are becoming more and more popular and ordinary and the best part of it is that it costs very little. All it takes is time. (Coles 2014, 18.) The major thing about marketing, advertising and promotion is that it has to be done "in the right places, at the right times, with the right advert, at the right price" to get the best results. It is not easy to get it all right but it is doable. It just has to be planned right. (Conway 2009, 69.)

Sponsors may have an effect on some people's decision to go to a concert. By choosing the right companies and organizations to work together with may bring more people to the event. The sponsors might even give some special offers for the customers that buy a ticket to the event and this itself could work as a trigger to buy the ticket in the first place. By using sponsors to help raise awareness of the event, the organizers get some extra money that they could use in actual advertising. What the sponsor gets is visibility for its company. (Conway 2009, 70.) Sponsors may also be very useful in building the company's good image and brand. Choosing the right companies with similar corporate objectives as the organizing body of the event for sponsors may be crucial to the success. According to BDS Sponsorship Ltd (2010), sponsorship is said to be "a business relationship between a provider of funds, resources or services and an individual, event or organization which offers in return some rights and association that may be used for commercial advantage in return for sponsorship investment." Sponsorship is not just a tool for public relations but it should be taken as part of the marketing mix. (Bowdin 2012, 236.)

The venue itself has to be easily accessible. This does not just mean that getting in the front door of the venue is easy. Even though this is very important as well, once people are inside the venue they need to feel comfortable. The venue also has to be easy to get around in, for example, a wheel chair. (Conway 2009, 33.) It is the organizer's job to make the audience feel safe and secure once inside the venue and the

comfort of the customers should be his priority. Also their physical needs have to be met meaning that there has to be enough toilets available for the crowd as well as food and beverages. (Bowdin 2012, 240.) If people have previously had bad experiences in the venue it is likely that they would consider twice before buying another ticket to the same place. Also people that are arriving by car want to know if there is a place for them to park their car or not. If there is not they might not come. (Conway 2009, 97.)

Delivering quality service is crucial to the event's success as it has a big role in whether the audience is satisfied or not. It does not matter if it is during the ticket buying process, getting into the venue or buying beverages when inside the venue, the staff needs to be friendly and helpful to the customers and show interest in their wellbeing in order to create a satisfactory customer experience. To gain this the workers need to be kept motivated and committed to their work. Motivated employees work better and are more enthusiastic about their work and the customer will notice it. (Bowdin 2012, 350.) With customers' satisfaction in mind the audience should also always be given the opportunity to give feedback, positive and negative, to the organizing company so that they can develop in the right direction.

In addition to the factors mentioned previously there are a huge amount of factors that cannot be affected by the outsiders, not the team in Spain, the promoter or anyone else. They are ruled by a person's character and personality, individual preferences and opinions. This type of factors are listed in table 2.

Table 2. Individual factors that affect the ticket sales.

<b>Individual factors that cannot be affected by anyone</b>
not finding a friend to go with, inefficient ticket buyer, not in the mood, indifference towards the artist even though the person likes the songs, already saw the artist recently, different crowd to own liking, other people's opinions, individual beliefs/opinions/preferences/needs/motives/expectations/ethics etc.

### 3.3 What Live Nation has the power to do

As shown in table 1 Live Nation cannot decide the date, time, price, place or support act for their concerts as these have already been decided by someone else. In fact, there are only a few things they can affect directly at all. The biggest and the most important area that they can affect and change is what kind of marketing plan they create for each artist. Live Nation propose a plan, that would suit the artist and work in Madrid or Spain, to the people responsible for booking the artist and they either accept the plan or change it. When a decision has been made the plan is carried out.

Bowdin (2011) says that “event marketing is the process by which event managers and marketers gain an understanding of their potential consumers’ characteristics and needs in order to produce, price, promote and distribute an event experience that meets these needs and objectives of the special event”. With this definition Bowdin wants to clarify the fact that every event is special and should be treated as so and that every event needs its own unique marketing plan. What is missing from it, however, is the need to develop relationships for longer periods of time with the event consumers. Against what people widely assume, marketing is much more extensive than just advertising, which is merely one part of this process. Marketing is important before, during and after the event and everyone involved in the event is part of it. Customer satisfaction is the most important thing in organizing events. (Bladen et al. 2012, 163.)

The best way for an event manager to arrange the marketing actions of their event is to put them within a marketing plan. The purpose of the plan is to identify the situation they are in at the moment and to make a map for the event management team to follow. Then the team’s job is to evaluate it to see if they have achieved their goals. (Bladen et al. 2012, 164.)

Before starting the actual marketing the organizing company has to consider the possibility that the targeted audience would not respond to the event or the artist as it has to interest them enough. This can be analyzed by checking how the media would respond to the event. Current things in fashion and tastes among people define what is popular at the moment and the event has to go together with those thoughts. The



event has to sound interesting and innovative instead of boring and common. If the media front men think of it as something that would get people's attention and interest they will want to promote it and the event will more likely catch the attention of the big crowd as well. (Bowdin 2012, 249.)

Other things that Live Nation can affect are changes in venue or capacity. For example, if the tickets are not selling very well the venue can be changed into a smaller one or the capacity in the original venue can be made smaller by closing some areas. This also works the other way around meaning that if the concert sells out really fast and the original venue is quite small it can be changed into a bigger one. Publication of a new edition of an old album can also be affected by the office in Spain as well as an appearance by the artist in a promotional act. This can be either national or international.

### 3.4 Marketing actions

Any campaign will be carried out within the company's limitations. These are, for example, the style of management when it comes to risk-taking, innovativeness and the financial resources. Setting the budget may be difficult to do because the success of the event is unknown. This is why having measurable objectives is important. By achieving the objectives, the original resources can be rationalized and it can be used to secure future budgets. The objectives should be set in a way that the organization's resources can meet them. If the resources do not meet the objectives that have been set the goals need to be revised. (Masterman et al. 2005, 11.) The financial resources are not the only ones that need to be set. The organization also needs the manpower to do the marketing. If the campaign is too big they need to calculate whether they have enough people to execute it or if they need to make the campaign smaller or hire more manpower.

As mentioned earlier the main thing that the people in Live Nation's office in Spain can affect is marketing. The process starts by defining the whole budget of the event and after this dividing it to different areas and one of them is, in fact, marketing (Bowdin 2012, 296). Marketing is also divided into smaller groups to give a break-

down of what the money is used for. The biggest group that Live Nation spent money on in the marketing of Ellie Goulding's concerts in Spain was digital media. This was over a half of the whole marketing budget and it included social media sites such as Facebook, Twitter and Instagram, Google search and Display tool as well as a few other web sites. The second biggest group was radio advertising which was over a tenth of the budget. Print media was the next biggest group. The print method used was a newspaper with campaigns in it. The last groups Live Nation had were PR, production and 'other'. PR includes, for example, media coordination and promo, while production costs cover graphics and design expenses. Group titled as 'other' has all the remaining expenses that would not fit under any other heading and it includes expenditures such as travel and hotel costs for the artist.

These groups mentioned are standard groups that are used in most of the concerts they organize. However, the money spent on each of them differs as sometimes it is more beneficial to utilize one more than the other. Also another method that is used sometimes, but not constantly is TV. If TV is used as a marketing action it is one of the biggest groups because advertising on TV is quite expensive.

### 3.5 If tickets do not sell

There is not one marketing plan that would be identical to another plan. All the marketing actions are planned with the specific artist in mind. For some bands radio and newspaper might be the best methods of advertising and for others it is strong and aggressive social media marketing. Every action is considered carefully, thinking about the artist, the artist profile and the type of fans the artist has. In the case of tickets not selling as well as they should or were expected to sell the media actions chosen have not been either the right ones or they have not worked as effectively as planned. Therefore, the marketing actions need to be strengthened either by adding one or more methods or by changing the methods already in use. The difficult part is figuring out where the real fans are and how to get to them. The change is made so that the marketing actions reach all the fans and so that the concert gets as much exposure as possible through media.

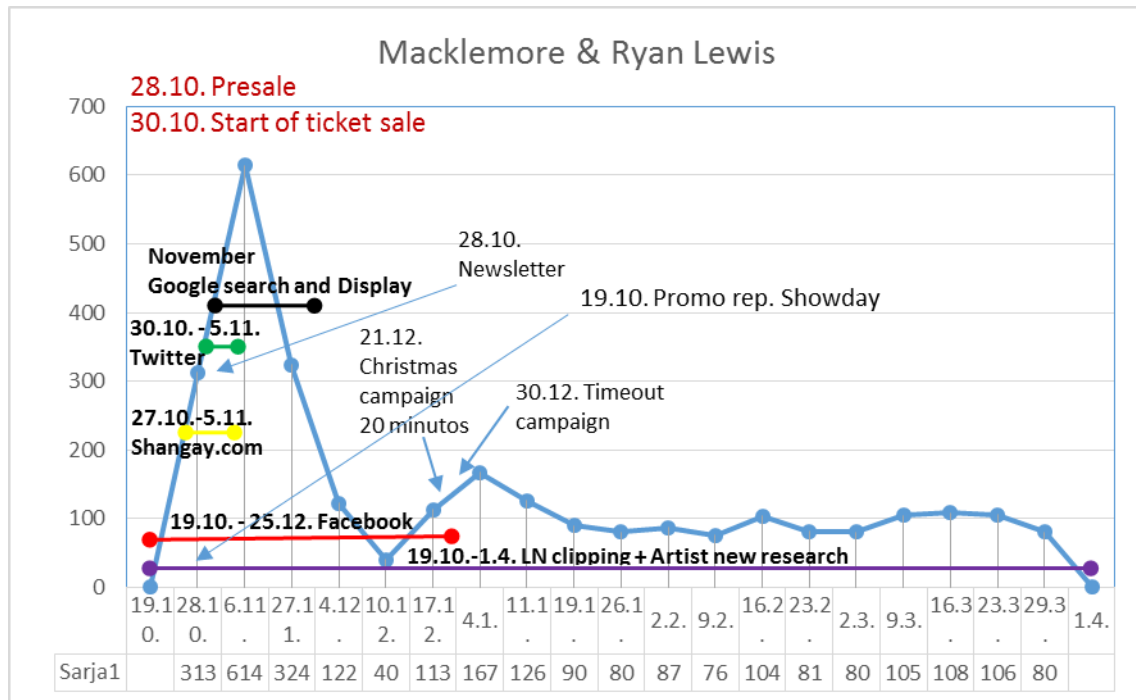
In some cases the artist themselves or the record label can help with the marketing as well. Ellie Goulding, for example, did some promo before her concerts in Spain by coming to the country a few months before. The intention was to speed up the ticket sales. She came for the “40 Awards” in Madrid where she won two for herself. TV or phone interviews, meet & greet and other public appearances are also good examples of methods that are sometimes found in the marketing plan.

“Cultural organizations are competing for consumers’ attention, not only against other cultural organizations but with other ‘agents of leisure’ such as cinemas, leisure centers, digital broadcasters and shopping malls” (Bladen et al. 2012, 344). They need to use sophisticated marketing techniques so that they gain a competitive advantage. This has happened only recently with commercialization. Over the last decade marketing has switched from the conventional media to online. Online marketing and especially the use of social media is a very important and powerful tool in marketing. (Bladen et al. 2012, 344.)

#### 4 LIVE NATION TICKET SALES REALITY

##### 4.1 Marketing actions; Macklemore & Ryan Lewis

As explained earlier it is the team in Spain that creates the marketing plan for each artist after putting together and analyzing the performer profile. The most important marketing actions are represented in the following graph 1 that was for Macklemore & Ryan Lewis’ concert in April 2016. All the actions are in order by date. The graph also shows the numbers from ticket sales and how a certain marketing action has affected the sales. At the bottom of the graph above the numbers of the sold tickets are the dates starting from the 19<sup>th</sup> of October until the day of the show the 1<sup>st</sup> of April.



Graph 1. Macklemore & Ryan Lewis ticket sales vs. marketing. A bigger and clearer graph can be found in the “Attachments” section as Attachment 1.

Tickets for Macklemore & Ryan Lewis’ concert came out on the 30<sup>th</sup> of October. However, before that the presale had already started on the 28<sup>th</sup> of October. This makes the whole marketing period about five and a half months long. As seen in the graph most of the marketing actions took place in the beginning of the selling process and very little was done at the end. Marketing for the concert started with Facebook announcements and content sharing posts as well as tickets “on sale” -campaigns on Facebook and Twitter. These actions started between the 19<sup>th</sup> and 30<sup>th</sup> of October and ended on Twitter in the beginning of November and on Facebook at Christmas. On the 19<sup>th</sup> of October a promo representative was hired for doing the PR and that is when Live Nation Clipping and Artist New Research started running as well and lasted until the day of the show. The newsletter was sent on the 28<sup>th</sup> of October and a banner was put on a website called “Shangay.com” for a week in the end of October. For the whole of November the Google search and Display engine was used.

All of these actions were executed during the first two months of the whole marketing period. However, they did not start at the same time but most of them were running at some point at the same time overlapping. Some of the actions were only running

for a short while like the Twitter campaign that lasted a week while some others like the Facebook campaign lasted for over two months.

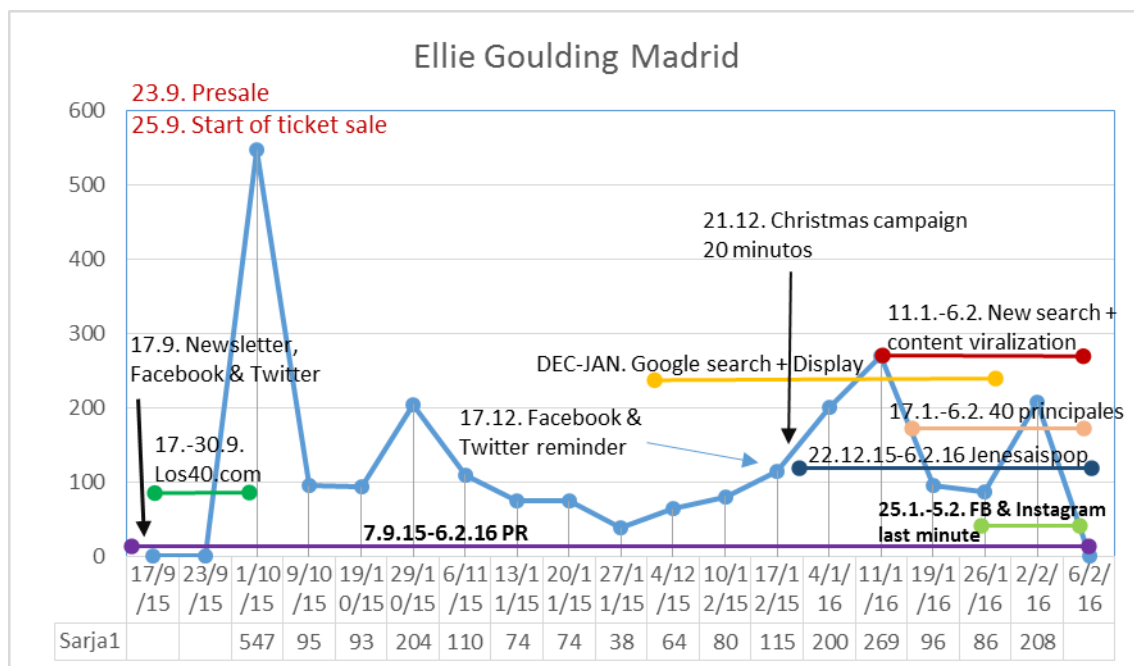
A combination of many different types of marketing actions can guarantee a successful marketing campaign as long as the use of the methods has been reasoned and evaluated by analyzing the characteristics and details of the desired audience. The use of varied methods allows limitless possibilities for building brand new and fresh marketing campaigns. The market at the moment is crammed with advertising actions and therefore it is necessary for a company to be able to stand out in the crowd. The audience is responding less and less to everyday marketing actions. They need to interest them and there has to be something significantly different about them. The crowd gets to choose where to direct their interest out of thousands of daily possibilities. (Masterman et al. 2005, 10-11.)

After the afore mentioned actions there was a Christmas campaign in the newspaper “20 minutos”, a Spanish newspaper that has local and international news in it, at the same time as the Facebook campaign. Another campaign was at the end of December in the “TimeOut” magazine which presents the best things to do in a specific city. By the start of the second newspaper campaign the Facebook marketing had already ended. This newspaper campaign was in the magazine’s Barcelona version. There was also a banner on a website called “Jenesaispop.com” for some amount of time and an advertisement on TV. The reason why the two latter ones are not written in the graph is because there were no specific dates provided in the details so they could not be placed anywhere in the graph.

The end of the graph looks very empty as there were very few marketing actions done there. Only Live Nation’s Clipping and Artist New Research, that started when the entire process begun, is running. Over the last three months from January to the day of the show nothing major was done in marketing. However, as seen in the graph, the tickets kept on selling evenly every week so perhaps there was no need to do any major marketing actions.

## 4.2 Marketing actions; Ellie Goulding

Another example of how and in what order the marketing is done for an artist is presented with graph 2. This one is for Ellie Goulding's concert in Madrid in February. All the actions in it are in order by date and it presents the same relationship between marketing actions and ticket sales. The date is presented above the numbers of the sold tickets starting from the 17<sup>th</sup> of September until the day of the show the 6<sup>th</sup> of February.



Graph 2. Ellie Goulding ticket sales vs. marketing. A bigger and clearer graph can be found in the “Attachments” section as Attachment 2.

The first thing that can be seen in graph 2 is that there are more marketing actions closer to the date of the show than at the beginning of the ticket selling process. PR had already begun at the start of September, long before the tickets came out on the 25<sup>th</sup> of September. Presale had started just two days before. The whole ticket selling period was about four and a half months long. PR in this graph includes hiring a promo representative, TV, press and bloggers' involvement and Live Nation Clipping and Artist New Research. It also includes a video piece that was put on Live Nation's own website. All this lasted until the day of the show. On the 17<sup>th</sup> of September the Newsletter was sent out, Facebook and Twitter were used for announcements of the concert and a banner was placed on a website called “Los40.com”. Los40 is a Span-

ish radio station that shares news about stars and celebrities and upcoming concerts on its website.

Facebook and Twitter seem to have been noticed to be powerful marketing actions to be used at the same time and therefore the two are overlapping in Ellie Goulding's as well as Macklemore & Ryan Lewis' concert marketing campaigns. At the same time as the two, the newsletter was sent as well and a banner was placed on the webpage of "Los40.com". For two months after these actions, however, there was not any new marketing movement on going, as seen in the graph. In the whole of October and November the only things that were running were the actions in the PR section.

Even the best of plans will fail if they have not been carried out the right way. When it comes to executing the plan it requires above all efficient communication between the people within the organization and the 3Ms by Smith et al. (1997) that are men, money and minutes. Men with specific roles and responsibilities are needed for executing the tasks, money is needed for carrying out the plans and minutes for the timing and time needed for completing the plan. (Masterman et al. 2005, 11.) The actions before implementation that lead to a successful marketing also have to be planned and done carefully and well. These are setting the objectives for the plan, finding the target audience, positioning the desired messages and their development, choosing the medias and methods for the marketing and budgeting. Before and during the process the situation needs to be constantly evaluated, controlled and above all analyzed to make sure it works and will be successful. (Masterman et al. 2005, 14-15.)

It seems that during the months of October and November the most emphasis in marketing was put on PR. The team was relying on PR to do most of the exposure and publicity so that people would buy the tickets and that other marketing methods would not need to be used. But after letting only the PR actions run the whole two months PR was not enough anymore. That is when the Google search and Display engine was put into use for the months of December and January. On the 17<sup>th</sup> of December Facebook and Twitter were used again for reminder marketing and just before Christmas there is a campaign in "20 minutos" newspaper. Around the same time a banner was introduced to "Jenesaispop.com" website and was kept there until

the day of the show. The last actions to be done were to use the New Search and Content Viralization tool for the last month before the show, a radio advertisement on a station called “40 principales” during the last three weeks and a “last minute” campaign on Facebook and Twitter for the last week and a half before the show.

Similar to Macklemore & Ryan Lewis’ marketing actions there was a TV advertisement for Ellie Goulding as well even though it can’t be found in the graph. There were no dates provided on when it started, how long it was running or how often. Therefore it could not be placed in the graph.

#### 4.3 Comparison

The biggest difference between the two graphs is at what stage in the ticket selling process the most amount of marketing actions were carried out in. For Macklemore & Ryan Lewis it was at the beginning of the process whereas for Ellie Goulding it is at the end. There is hardly anything done in either of the two in the middle of the process except for the actions that last from the beginning to the end. What can be seen in the graph is that Macklemore & Ryan Lewis’ concert tickets were selling much better since the beginning compared to Ellie Goulding because so many actions had to be done at the end before the concert day to get more ticket buyers. An interesting observation is the effect that social media advertising and posting has on the audience. In every case where social media was used the ticket sales reacted and went up. On the other hand, things that seemed to affect people the least were, in Ellie Goulding’s case, the radio advertising and use of New Search and Content Viralization tool but in Macklemore & Ryan Lewis’ case there is nothing clear that did not have an impact on the sales.

The most surprising fact when looking at the two graphs is that in both of them there were campaigns in the print media and they had a clear and positive effect on the sales. Especially magazines can be in many cases quite effective way of advertising because the life of a magazine may be very long as it can be passed on from a person to another. Newspapers, on the other hand, have a very short life but advertising in either of the two is rather inexpensive and can reach very precise target audienc-



es. (Masterman et al. 2005, 77.) Nowadays most of the advertising seems to be online and therefore it is not a surprise that in both of the graphs it shows positive effects. It is also good to know that the so called conventional media still affects people and that it is still being used.

Something that may seem obvious is that people need to like the marketing communications messages and methods that they see in order to buy the product which in this case is the ticket. Sometimes it is not even whether they like the product itself that the company is selling but just the message. Yet still the audience is more likely to buy the product despite the message if they find it interesting or of big relevance. However, even though a person finds an advertisement entertaining it is not guaranteed that he will buy the product. (Masterman et al. 2005, 73.)

A big difference between the two artists was that the marketing periods were different length. Where Macklemore & Ryan Lewis' concert was advertised for about five and a half months the same for Ellie Goulding was only about four and a half months. However, during that period of time Ellie Goulding visited Spain in promo purposes at least once whereas Macklemore & Ryan Lewis did not visit the country at all until their show. It appears also that more effort was put into Ellie Goulding's PR actions than into the same for Macklemore & Ryan Lewis because it was the longest running action in her marketing process and before the other methods used at the end it was the only one that was running.

Both artists started their ticket sales very strongly but then Ellie Goulding's numbers came down faster. From almost 550 sold tickets they came down to less than a hundred for a few weeks, then had a higher peak again of over 200 and 110 but then plummeted under a hundred for the whole next month. The social media reminder campaign was started then at this point in December and the ticket sales went gradually up to almost 270. After this there was another two weeks of quite low numbers and then on the week of the concert there was a peak of 208. Macklemore & Ryan Lewis' ticket sales went in a much more even manner. After the first big peak the numbers stayed above a hundred for the next month and then plummeted to 40. The Facebook campaign was still ongoing as well as the Live Nation Clipping and Artist New Research tool and after the low numbers the ticket sales started going up again.

For the next few weeks the ticket sales stayed above 100 even reaching as high as 167 but then came down again and the last three months until the day of the show the numbers stayed steadily between 126 and 76.

## 5 COLLECTING INFO ABOUT THE CUSTOMER: OBSERVATION

Like stated before, the most important thing in organizing events is the customer. Without the customers there are no events. Therefore it is crucial to know as many details about them as possible. When an organizer knows what type of an event he is organizing he starts thinking about the target audience. One of the first things to be taken into consideration when defining the target audience is the age range of the people that the organizer wants to attract. Knowing the age range of the participants in an event will help the organizer to plan other things like marketing and attractions in the event better. Other things to be taken into account are gender, where they come from, what their interests are, the most common method of transport, occupation etc. The more diverse the event is, the more complex estimating the audience will be. (Conway 2009, 53-55.) In addition to this, other things that help define the audience are their income levels and lifestyle interests. What also needs to be considered is whether the event is meant for the entire population of the city, a certain community or just one group within it. (Bowdin 2012, 246.)

The observation process as a research method is mainly qualitative because it studies people's behavior, experiences and attitudes. These qualities cannot be measured and the results do not generate clear statistics. With qualitative research the researcher usually gets a more thorough opinion from the respondents than he would get with a quantitative one. A combination of the two in one research is called a 'triangulation'. (Dawson 2009, 14-15.)

### 5.1 Observation as a research method

There are two ways for researchers to observe and they are direct observation and participant observation. In direct observation the respondent or respondents are

brought into a specially prepared room or setting where their behavior and actions are being observed. Recording equipment such as video and one-way mirrors are often used in these situations. This type of observation is mainly used in the field of psychology and health. (Dawson 2009, 32.) Direct observation is a controlled and structured situation and for that reason quantitative, in which the researcher has chosen the time, place, situation and circumstances of the setting. Therefore, the respondents know they are being observed and that may affect their behavior. In direct observation the researcher keeps a distance and tries not to have any direct contact with the respondents. (McLeod 2015.)

In participant observation the researcher gets closer to the group he is studying, joins in and even becomes involved in their lives (McLeod 2015). This method has been used when studying and understanding other communities and cultures and people's behavior within them. When, for example, observing a remote African tribe the researcher becomes part of their life by immersing himself within that culture. To understand another completely different culture the researcher lives with them for months, sometimes even years because it takes time to build such a relationship with the locals that they open up to him. (Dawson 2009, 33.)

Participant observation can be overt or covert. The study is covert when it is carried out in a way that the respondents don't know the existence of the researcher. The identity of the researcher is kept a secret from the respondents as well as the purpose of the study. Overt, on the other hand, is where the researcher reveals his purposes to the study group and his own identity. The respondents also have to accept his request to study them. (McLeod 2015.)

## 5.2 Observation as a process

Observation is all about understanding the way others live their lives. Apart from a remote African tribe it can be done anywhere in any community as long as it is different from the everyday way of life of the researcher. However, when a researcher places themselves within another culture, community or just a group he becomes

part of their everyday life but in reality he is more of an observer than an actual participant. (Dawson 2009, 106.)

Even in situations like observation as a research method first impressions are crucial as the researcher does not want to scare the respondents away. Use of appropriate words and behavior that is suitable for the situation are advisable. Sometimes people question the researcher's motives and are suspicious. If the respondents have any questions they should be answered in the beginning of the process to let the rest of the observation work go smoothly. (Dawson 2009, 107.)

### 5.3 Strengths and weaknesses of observing

The good thing about direct observations is that they can be easily copied by other researchers for reliability if needed because they are conducted in controlled situations. Because they are mainly quantitative they are easy to analyze, less time consuming and also the period of observation can be fairly short. The down side of direct observation is that the respondents know they are being observed which might have an effect on the way they act. The flip side of participant observation, especially a covert one, is the difficulty of finding privacy for making notes. The researcher might forget important details because he hasn't had the time to write them down. Also the researcher might get too involved in the community he is studying and end up losing his objectivity. (McLeod 2015.)

### 5.4 Observing Macklemore & Ryan Lewis concert goers

In order to gain more information about the customers that go to Live Nation's concerts I observed some of the ticket holders that participated in Macklemore & Ryan Lewis' concert in early April. The concert started at 9pm with the main act and there was no support act. Therefore the doors were not opened until 7.45pm. There was a long line outside the venue at 6.30pm and by 7.30pm the line was very long with about 700 people in it. After the doors were opened and the biggest crowd went in,

the rest of the concert goers came in little by little. A surprisingly big crowd went in during the last 20 minutes before the artist started.

The observation process used in the situation was a method between direct observing and participant observing. The concert was held in an indoor sporting arena in Madrid. The observation was done outside the venue before the concert had started, when people were lining up.

The duration of the observation was about an hour and a half which does not make it a participant observation because that is usually a longer lasting process. The concert goers were not notified of the existence of me as the researcher even though I went close to them to give out flyers with a link to a questionnaire also about the same concert. The observation process was not direct because I as the researcher had not chosen the setting, time or the place. (McLeod 2015.)

What I discovered was that most of the audience were between 16-20 years old with over a half of them being female. A typical group had 3 to 6 girls in it and there were very few groups of only men. Some groups were mixed with both women and men. In all the groups there seemed to be a very good atmosphere among the people and they were in a good mood whereas most of the couples that had come to the concert appeared to be happy but a little frustrated at waiting in line. A few groups were even playing cards while sitting on the ground to pass the time. There were quite a lot of couples in the queue and especially surprisingly many couples that were over 50 years of age. There were about 10 of them.

The overall atmosphere seemed to be very excited, expectant, eager but also bored and frustrated of waiting and sad or annoyed because of the cold. Surprisingly few people had dressed up in the style of hip hop even though the performer was a rap and hip hop artist. There were, however, some mainly men that had dressed in that way. People had clearly thought about the artist when they had chosen their clothes because almost everyone was wearing sneakers. Even the women were wearing t-shirts instead of dresses and sporty shoes instead of high heels. In general, the clothing style was quite mainstream and not many people stuck out from the crowd.

The ethnicity of the audience was almost 100% Spanish with just a few exceptions. I noticed this as I was distributing the flyers to the audience and instead of speaking Spanish they spoke English to me. The fact that I do not look Spanish myself might have had an influence on this and some Spanish people might have spoken to me in English thinking that I do not speak Spanish though that is unlikely. The majority of the concert goers seemed to be students. A surprisingly big amount of the concert goers arrived within the last half an hour before the artist started playing. This might have been because there was no support act and therefore no real reason to arrive earlier. Also during this last half an hour very few people took the offered flyer with a link to the questionnaire in it. The excitement of getting inside the venue was the most important thing to them at that moment.

The observation period was very short compared to other direct and participant observation situations and the results might have been affected by it. Researchers tend to remember better the things that they see first than the ones right after it and this may have an effect on later judgements. This is why a researcher should observe the crowd for a longer period of time to get over the first impressions and develop a balanced opinion. (Kennedy 2006.) This was problematic with the observing situation because I wasn't going inside the venue so therefore I only had a limited time to observe the concert goers. I also only got to observe the ones that were already in line and outside the venue on time before the doors opened because after that there was no time to observe.

The observation process was also influenced by the fact that I was giving out flyers to the questionnaire at the same time as I was observing people so their behavior might have been affected by my presence. People might have said or done something differently than they normally would have just because I was there. (Kennedy 2006.)

## 5.5 Customer profile according to the observation

Table 3. Customer profile using observation.

<b>PROFILE OF A CUSTOMER USING OBSERVATION</b>
Female
Age between 16 and 20
Spanish
A student
Wears a t-shirt, jeans and sneakers
Overall look is mainstream
Has put an effort in doing her hair and putting on make-up
Arrived between 6.30pm and 7pm to line up
Arrived with a group (3-6) of friends in which there's one man, the rest are women <b>OR</b> with her boyfriend
Before the doors open enjoys the time with her friends <b>OR</b> is cold and looks frustrated but excited with her boyfriend

## 6 COLLECTING INFO ABOUT THE CUSTOMER: QUESTIONNAIRE

### 6.1 Questionnaire as a research method

Unlike the observation process a questionnaire is usually a quantitative research method because it generates clear statistics. There are three questionnaire types to be used and they are closed-ended, open-ended and a combination of the two. The first type follows a set format where the respondent has to answer the questions by choosing from given options. This provides the researcher with statistical answers that can be transferred directly to a computer for easy analysis. Because of the easiness of analyzing the results the amount of people filling in the questionnaire can be bigger and the number of questions higher. On the other hand, open-ended questionnaires do not give options for answers, but instead there is a blank box after each

question for the respondent to answer in. These questionnaires are often used in qualitative research because by using them the researcher finds out people's opinions. Even though the answers are qualitative they can be quantified if needed in the analysis phase. (Dawson 2009, 30-31.)

Although both of the questionnaire types have their benefits most researchers prefer to use a combination of the two. By combining the closed-ended and open-ended questions to the same research it is possible for the researcher to find out the statistics and the opinions at the same time. Usually the closed-ended questions are easier to answer and they will be found at the beginning and the open-ended questions are left for last because they provide the earlier questions with more detailed information. (Dawson 2009, 31.)

The important thing about making a questionnaire is to make the language used in it to fit the used vocabulary of the respondents. For example, if the questionnaire is for children it has to be written in a language that they would understand. (McLeod 2014.) In all the cases of making a questionnaire leading questions should be avoided. A question should not assume anything of the respondent or it might result in false answers. Also questions with words that are offensive, sad, cause frustration or anger and negative questions in general should not be used. (Conway 2009, 101-102.)

## 6.2 Strengths and weaknesses of a questionnaire

Questionnaires are considered quite a cheap, quick and effective way of getting lots of information from big crowds. Because the respondents in most cases are able to fill in a questionnaire by themselves without any help or supervision from the researcher the process is relatively fast. The good thing about closed-ended questionnaires is that the questions in them are the same for every respondent and even in the same order which makes them consistent and easy to process. However, this also happens to be the down side of it because the questions have very little detail in them and do not provide opportunity for the respondent to express themselves more than what is given as an option on the paper. (McLeod 2014.)



On the other hand, the good thing about open-ended questions is that the researcher gets to know the exact attitudes and opinions that the respondents have. Though the flip side of this is that the answers can be long and it might take huge amount of time to analyze them. Also open-ended questions are not suitable for some respondent groups, for example, children as children lack the ability to express themselves with words. (McLeod 2014.)

### 6.3 Piloting a questionnaire

After putting the questionnaire together it has to be tested out before sending it to the actual respondents. This is called piloting the questionnaire and its purpose is to see whether it can attain the needed results. In this part of the process the questionnaire is sent to few test people who haven't taken part in making it to discover if they, for example, understand everything that is asked or if there are any obscurities in the questions. The test people are notified of it being a test and asked to give feedback to the researcher. The researcher then alters the questions according to the comments if needed. (Dawson 2009, 98.)

The test people's job is also to check not only that they understand the vocabulary but that no one could get offended by the questions or that the questionnaire wouldn't build any other kinds of negative emotions. Also an important thing to check is that the questionnaire can be finished in a suitable time. (McLeod 2014.)

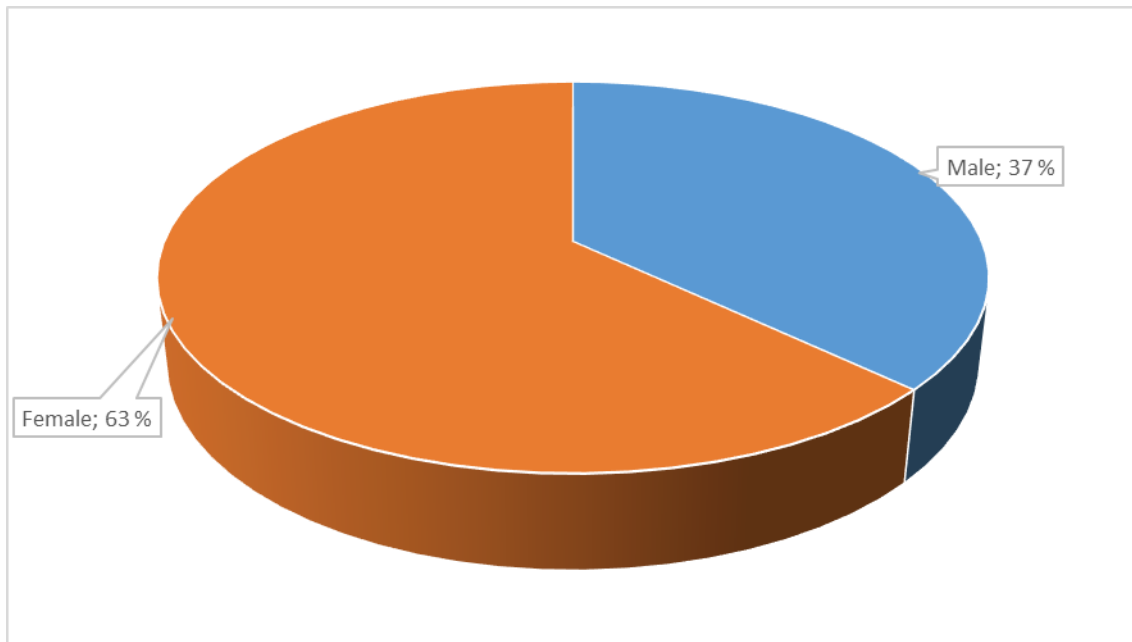
When the questionnaire was ready it was sent to six people who had not had anything to do with building it. Each of them answered all the questions. They were even advised to write something in the questions that are not mandatory to see if they work in a desired way. If they had anything they would have wanted to change about it they were asked to tell me about it. They were also advised to say it if they didn't understand something or if they thought a question was too long. The piloting was successful and none of the questions were altered. However, the order of the questions was changed a little according to feedback from one of the test members.

#### 6.4 Macklemore & Ryan Lewis concert: questionnaire results

54 concert goers took part in the questionnaire. The amount of people that were reached with the link to the questionnaire was about 800. This means that the participation percentage was about 7%. The amount of all the people that participated in the concert was a little over 3 000. There were two versions of the questionnaire, one in English and one in Spanish (Attachment 4 and Attachment 5). Both questionnaires were exactly alike. The English version was made because it was thought to make it easier for foreigners to respond to the questionnaire. 4 out of the 54 were responded in English and the remaining 50 were in Spanish. Because of this a conclusion was made that most of the respondents were in fact Spanish. Even though there were two versions of the questionnaire the results from the both have been put together to help the analyzing process.

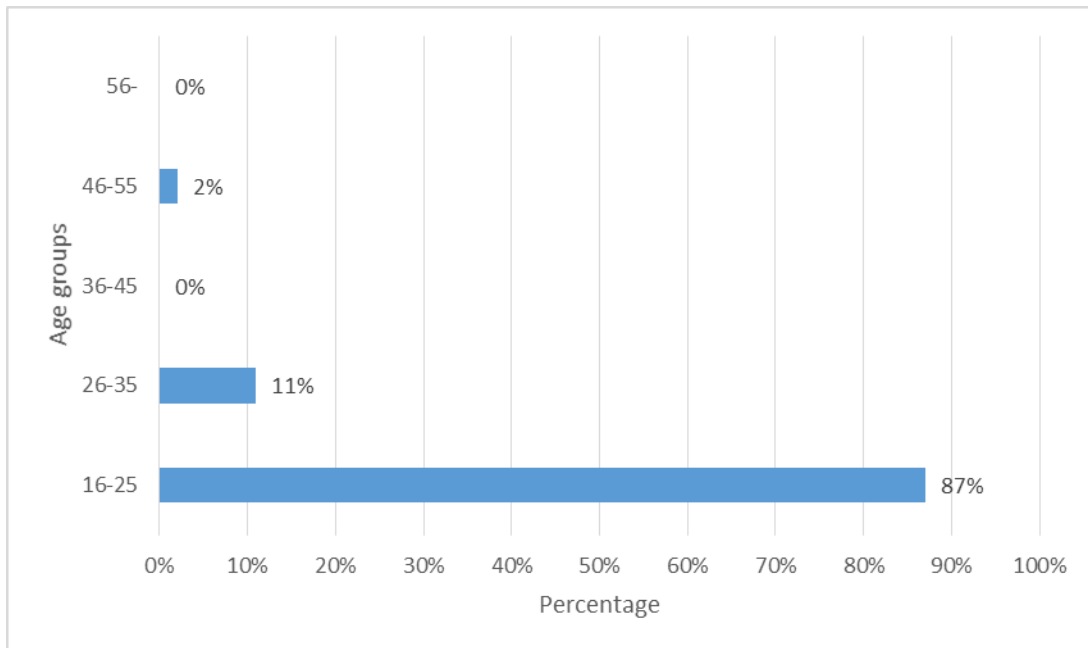
The questionnaire had a total of eleven questions out of which nine were mandatory. Seven of the questions were closed-ended and the remaining four open-ended. Two of the open-ended questions were the ones that were not mandatory. The results of the seven questions that were open-ended are presented using graphs (Graphs 3-9) because they are easier to analyze. The questionnaire was open for the public for 10 days starting from the day of the show.

The questionnaire was not available anywhere else but outside the concert venue when given a flyer (Attachment 3) with a web address to the questionnaire in it. The flyers were only given to people who were going to the Macklemore & Ryan Lewis' concert on the 1<sup>st</sup> of April. The flyers were distributed before the concert when the doors had not been opened yet and people were waiting in line outside. This was thought to be a good idea because while waiting, more people would have the time to fill in the questionnaire. The link to the questionnaire was not available anywhere online.



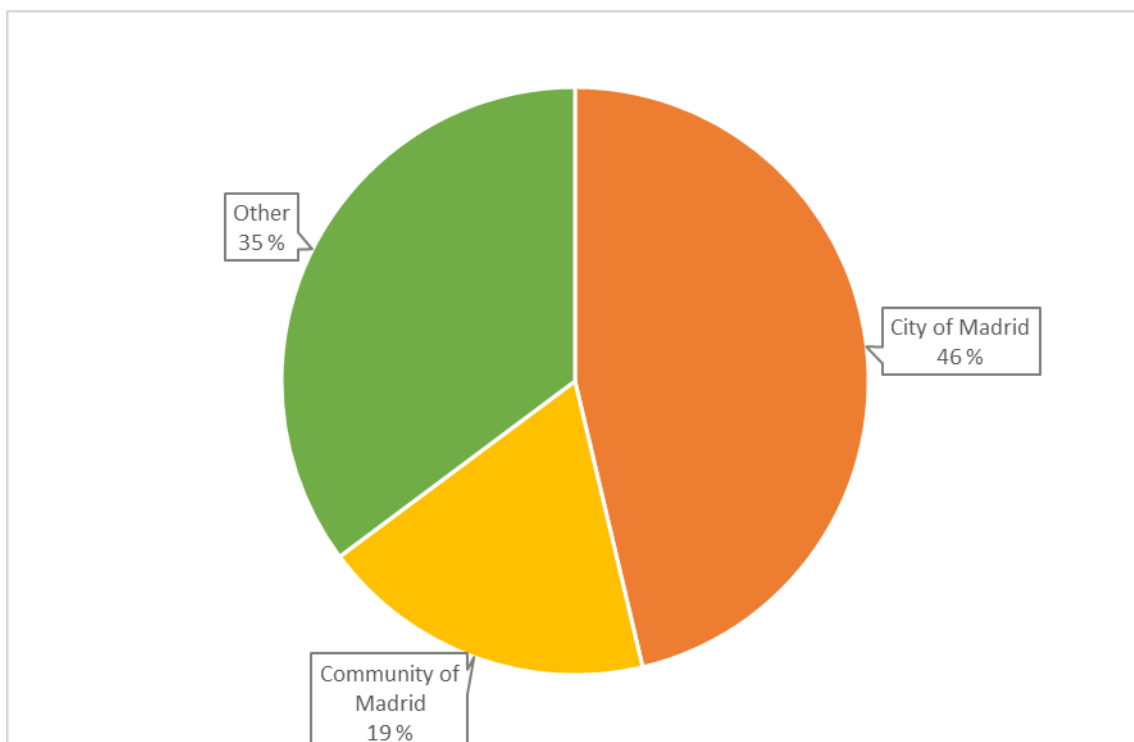
Graph 3. Gender division of the concert goers.

The first question was about the gender of the concert goers. How it was divided is presented in graph 3. Clearly over a half of the participants were women which supports both the customer profile done based on the artist profile and the results received from observing. Male attendance according to the questionnaire was 37%. The question was mandatory for all the respondents. The genre of the performing artist is rap/hip hop and therefore it is slightly surprising that majority of the participants were women. Perhaps this can be explained by a reason that women participate in surveys more often than men or that they go to concerts more frequently than men. Women sometimes come across as more passionate fans than men do.



Graph 4. Age distribution of the concert goers.

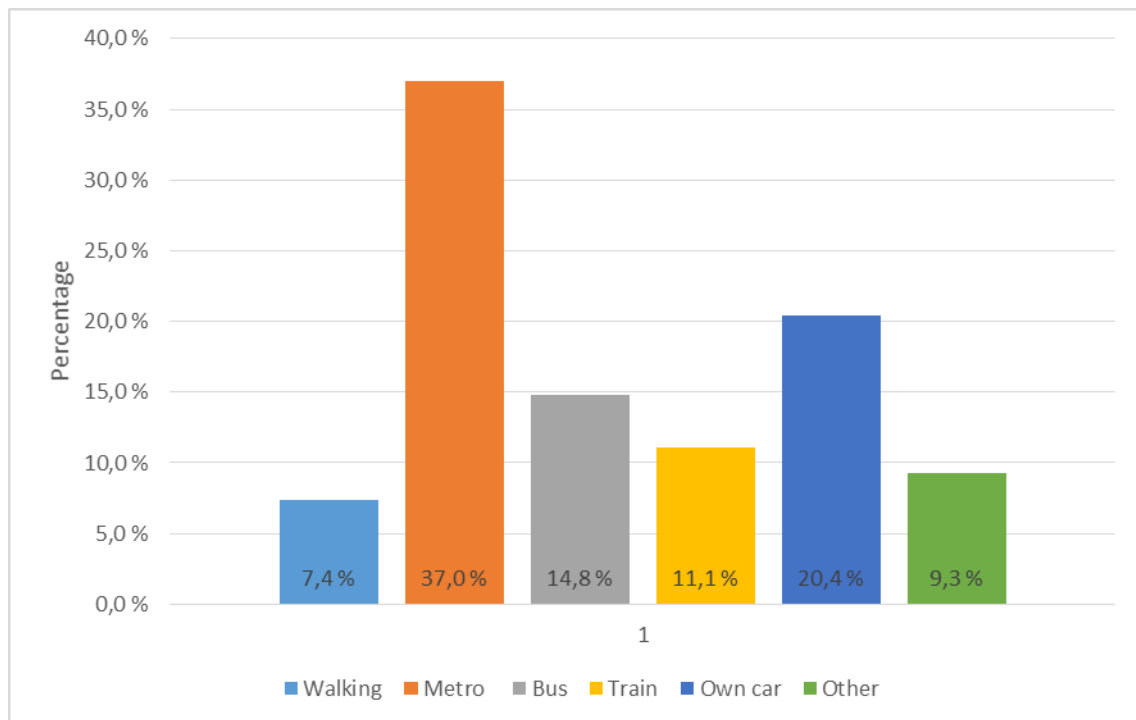
The dominance of participants under the age of 25 can be seen in graph 4. Almost 90 % of the people are teenagers or young adults within the age group of 16-25. The age limit in the event was 16. The next big group is people aged between 26 and 35. A little over a tenth is part of this group. The remaining 2% of the respondents were between 46-55 years of age. This was also seen in the results from observing.



#### Graph 5. The concert goers' place of residence.

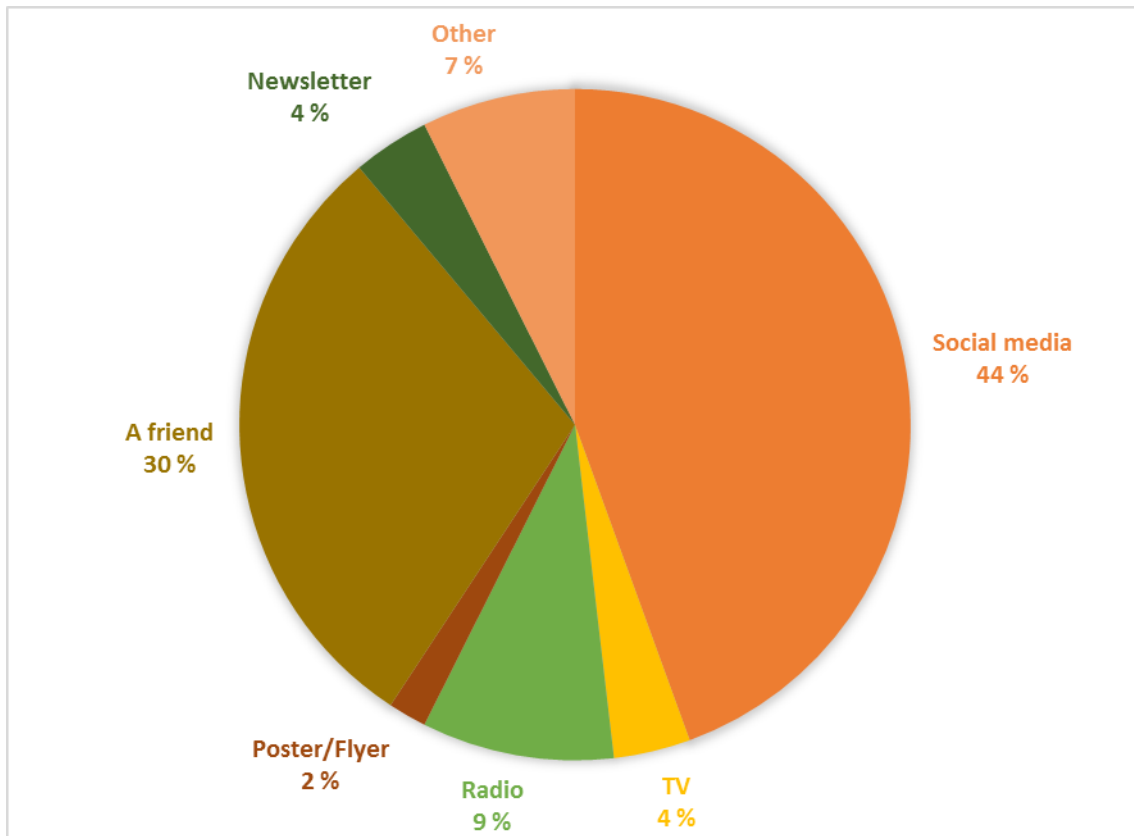
Almost a half of the concert goers live in the city of Madrid as seen in graph 5. Almost a fifth live close to but not in the city. They live in the Community of Madrid which means not more than 50km from the city. The remaining 35% percent live in various locations in Spain and a few even had responded saying that they are from Vienna, Austria. Most amount of people that were from outside of Madrid were from North of Spain such as the Basque country and Asturias, South of Spain such as Andalucía and Murcia and just outside of the Community of Madrid such as Guadalajara and Valladolid. A few people were also from Catalonia and Mallorca.

The fourth question asked the participants who they went to the concert with. This was an open-ended question and therefore the answers were slightly more difficult to analyze. However, I was able to divide the responses into five different groups. The biggest group holds the majority of the participants, 27 to be exact, that said they went with a friend, their best friend or a group of friends. The second group with 15 responded said that they went with a family member. 1 said that he went with a friend and a family member whereas 2 wrote that they went alone. As seen in the observation results a big amount of the concert goers also went with their partner. The last group with 10 respondents in it said that they went with a boyfriend, girlfriend or fiancé.



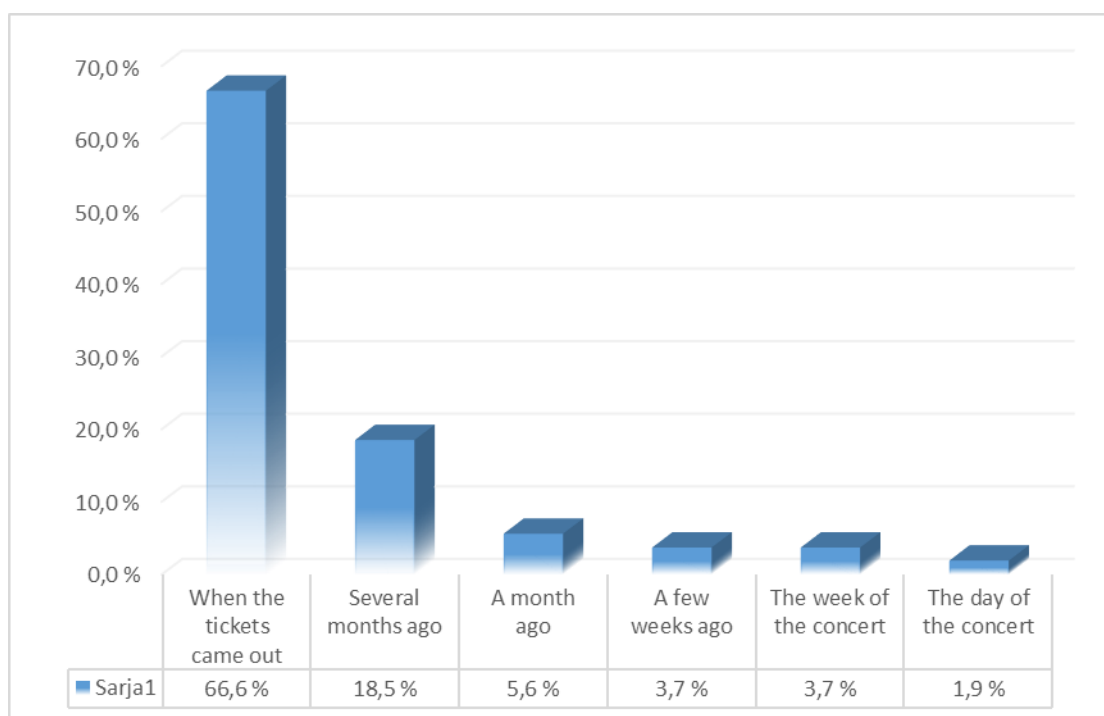
Graph 6. The method of transportation of the concert goers.

Graph 6 represents the method of transportation that the concert goers used to get to Macklemore & Ryan Lewis' concert. The main method was the metro. Over a third of the concert goers chose metro, while a fifth chose their own car over any other public transportation method. Almost 15% arrived by bus while over a tenth of the respondents took the train. Quite a big group nearly 8% also chose to walk to the concert which can be explained by the fact that the venue is within walking distance from the Madrid city center. The location close to the center is also why the metro and the bus were so popular. The venue is easy to reach by using either of these two transportation methods. Surprisingly many of the respondents arrived by car as there are not many possibilities for parking the car. Other forms of transportation that were taken to the concert were the plane and a combination of a plane and the metro or their own car and the metro. This was almost 10% out of all the respondents.



Graph 7. How the participant found out about the concert.

As mentioned earlier social media has nowadays a huge role in marketing and advertising and therefore it is only reasonable that it is the biggest group when it comes to notifying people about events. As pictured in graph 7 social media leads the picture with 44% while almost a third of the respondents were told about the event by a friend. Almost 10% heard about it on the radio whereas 4% saw an ad on TV. A small amount of the respondents also found out about it from a newsletter (4%) and poster/flyer (2%). The most mentioned social media channels were Facebook, Twitter and Instagram. Other ones were an Internet ad, Whatsapp and a site called “Badsintown”. In the “other” group, which was 7% of the respondents, people had to write down what was their way of finding out about the concert and all of them had said the official website of the artist.

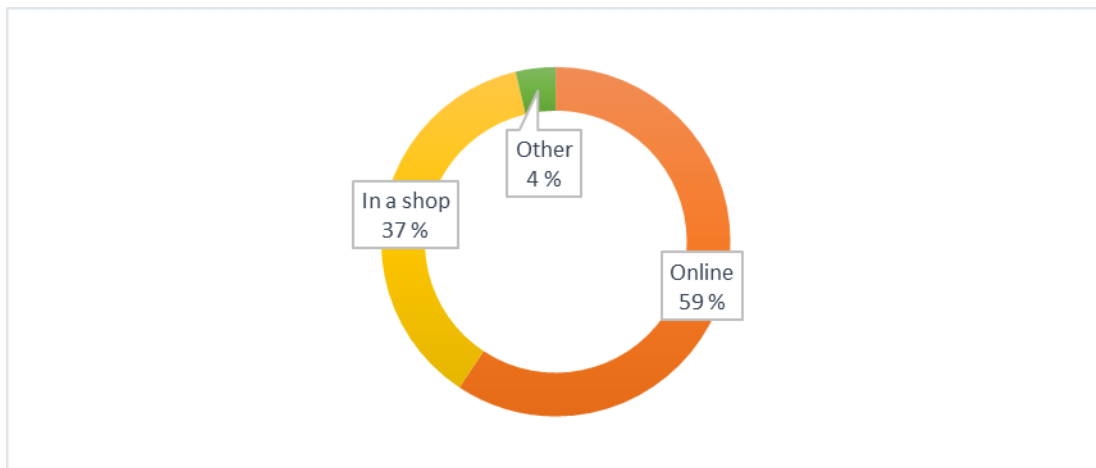


Graph 8. The time the concert goers made the decision to go to the concert.

Two thirds of the concert goers bought their ticket as soon as they came out according to graph 8. The closer to the date of the concert the less people bought tickets. Nearly 20% of the participants said that they got their ticket several months before the concert but only about 6% said they got theirs a month before the concert. As seen in the graph some tickets were also sold on the day of the concert (1,9%) but not many.

The eighth question in the questionnaire was an open-ended question. It asked the participants where they found the information about the concert. Most of the people responded saying Internet without specifying it further but some people were more precise. Eight participants said that they got information from the official website of the artist, nine responded Ticketmaster and one had written down Live Nation. Two received information from the places where the tickets can be bought such as FNAC and El Corte Inglés whereas four were informed by their friends. Three people had written down solely social media while five had specified finding information on Twitter and four on Instagram. Some respondents said more than one source of information but it is very clear that Internet is the most important and the most used place when seeking more info.





Graph 9. Where the tickets were bought.

Graph 9 presents where the concert goers bought their tickets from. A majority, 59%, bought their ticket online. This was the most common method of purchase. Quite a big amount of the participants, over a third, went to a shop and got their tickets from there. The last group titled as “other” said that their ticket was a gift. There was also a fourth option in the questionnaire that no one used and that was by phone. This is not included in the graph as it would have been 0% and therefore could not have been seen.

The two last questions in the questionnaire were open-ended ones. The first one asked whether there was something special that had affected the participant’s decision to buy the ticket. Most respondents wrote down that they are big fans of the artist and wouldn’t have missed the concert for anything while some said that they went because they got their ticket as a gift. Many participants’ response was that when they found a friend to go with they bought the ticket but that they would not have gone alone and just as many said that they went because of friends. One respondent went with her daughter and another said he went because of the date.

The very last question was included to let the participants say whatever they wanted about the concert. Some respondents had clearly filled in the questionnaire before the concert because they said that they were very excited about it and hoped it to fulfil their expectations. Someone was also scared that it might not be as good as they wished it to be. However, a big amount of participants did not fill in the question-

naire until after the concert and they described it with the following words; “great experience”, “impressive”, “entertaining”, “well organized”, “I would go again if given the chance” and “the best concert but terrible organization”. One person said that he “did not like the people selling beer in the audience as it creates a lot of discomfort” and another one said that “it was one of the best nights of my life even though the meet & greet was a bit badly organized”. In general people had nothing but good things to say about the concert.

## 6.5 Customer profile according to the questionnaire

Table 4. Customer profile using questionnaire.

<b>PROFILE OF A CUSTOMER USING QUESTIONNAIRE</b>
Female
Age between 16 and 25
Ethnicity is Spanish
Lives in the City of Madrid
Used metro as a transportation method to get there
Found out about the concert from social media
Bought her ticket as soon as they came out
Bought her ticket online
Is a big fan of the artist and that was the biggest reason to go to the concert
Went to the concert with friends
Found information about the concert on the Internet

## 7 ETHICAL ISSUES WHEN COMPLETING RESEARCH

When completing research it is very important that the researcher is working ethically correctly. Without the help from others there would be no research to do so the respondents need to be treated with respect and honesty. For them to help the researcher with their time and information they need to be given something in return.

(Dawson 2009, 149.) The respondents are sometimes asked to share some personal information such as name and address with the researcher and therefore it must be made sure that the information will be kept confidential. With questionnaires the need for asking these details has usually been eliminated because the researcher doesn't need to know that information. In this way, the researcher is able to ask more sensitive questions from the respondents and they don't need to lie or feel embarrassed about what they answer. (McLeod 2014.)

Some groups of respondents may need a little more examination than others. For example, when using children as respondents their parent or guardian needs to be with them at all times. The respondents should also not be told false information about the research or the results and completing the research should distract people from their lives as least as possible. (Dawson 2009, 149-150.) The respondents also need to be informed that they have the right to withdraw their information at any time during the survey (McLeod 2014).

Instead of completing covert researches they should be changed to overt because that gives the respondents a freedom of choice to decline the participation into the research. Also in some cases the researcher's safety may be compromised if the respondents don't know who he is. (Dawson 2009, 150-151.) The researcher needs to provide the respondents with all the background information related to the research before starting the survey. This includes telling them the researcher's name, the purpose of the study and details about what the results are used for. They also need to be told, for example, that all the information will be confidential, the answers will be anonymous and that if some of them want to know the results of the study they will be provided with it. (Dawson 2009, 153-154.)

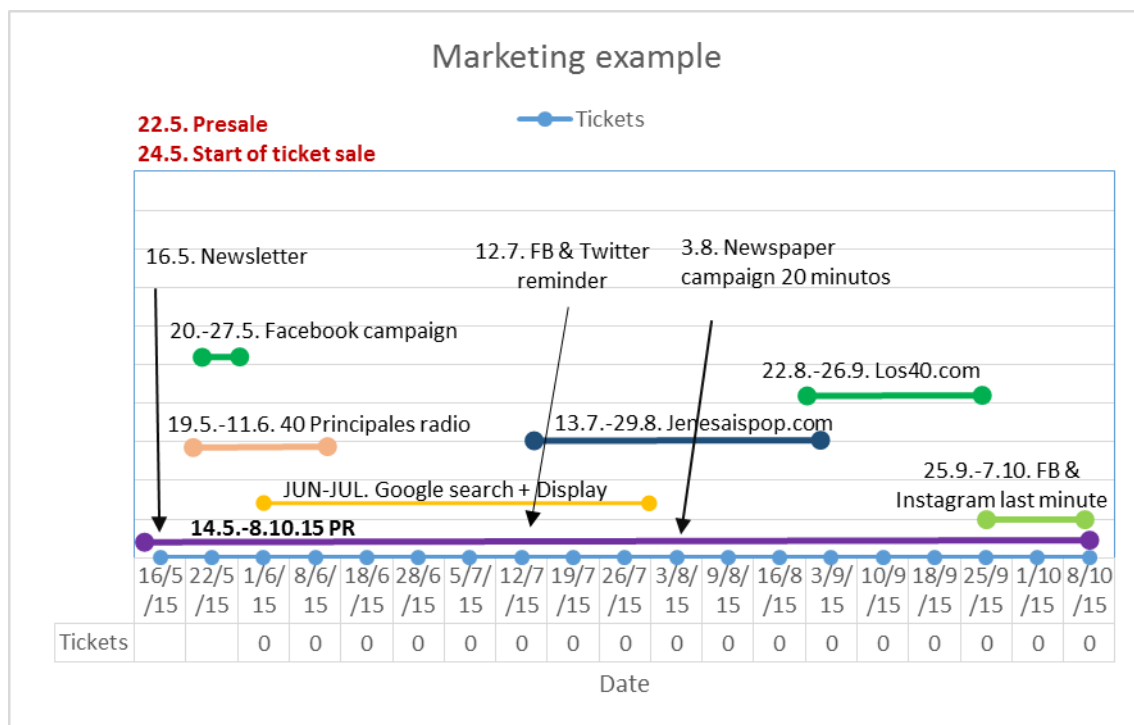
## 8 EXAMPLE CASE AND TIPS

"Event organizers must see beyond their immediate need to put 'bums on seats' for the next event and instead engage people to build support and loyalty over many years" (Meerman Scott 2010, 41). The most important thing is not to sell out venues

but to gain customers who will follow the company and keep coming back to the other shows. During the goal setting process a company fixes its objectives for one specific event only or for the whole organization. Neither overall sales value nor profit margins should be included in the objectives but the goals specific to the direct effects should be added there (Masterman et al. 2005, 8).

### 8.1 Example case

The example case was built using the cases and information given by Live Nation Spain as well as the research results from the observation and questionnaire conducted when completing this thesis. The example case mainly focuses on marketing actions and the timing for these actions. The case is made for an imaginary band that is here called “band X”. The following graph will represent the planned marketing actions for band X and the right timing to conduct these actions. Imaginary dates have been placed in the graph to help but there are no numbers from ticket sales as that would have affected the marketing actions made later and vice versa.



Graph 10. Example of marketing actions for band X.

The main observation in graph 10 is that the marketing process is carried out evenly. There should not be more marketing actions in the beginning of the process than there are in the middle or at the end unless, of course, the tickets have been sold after the first actions. As seen in graph 2 of Ellie Goulding's ticket sales only a few actions were done in the beginning, then nothing for a long time until the end where multiple actions were thought of to speed up the ticket sales. But as mentioned earlier Ellie Goulding did not sell very well and maybe the wrong timing of the marketing actions was the reason.

As seen in both Attachments 1 and 2 the action that starts the marketing process is PR. In both cases PR starts before the tickets have come out and lasts all the way until the day of the show. PR is an important part of the marketing process and it includes a variety of different actions. Its purpose is to develop relationships with stakeholders and customers to the benefit of both parties. Examples of PR are publicity, promotional events and e-publications (Bowdin 2012, 428-429.) The newsletter, also a part of PR, was sent before the tickets came out in both cases and therefore it is in this example graph for band X as well. The website "Dictionary.com" (2016) defines newsletter as "a written report, issued periodically, typically by a business, institution, or other organization, that presents information and news to people with a specific interest in the organization or subject" or "a written report and analysis of the news, often providing forecasts, typically directed at a special audience, as businesspeople, and distributed to subscribers". Because its purpose is to share news and inform about upcoming happenings it has to be available to the people before the tickets come out. Therefore, in the graph it is sent out about a week before this.

Graph 7 represented how the Macklemore & Ryan Lewis' concert participants found out about the concert. Some people (4%) heard about the concert from the newsletter which is why it is important, however, almost half (44%) of the people said from social media and the next big group with 9% answered the radio. Also exactly two thirds (66,6%) of the concert goers bought their tickets as soon as they came out as seen in graph 8. Therefore, before the tickets for band X's performance come out a campaign on social media, especially on Facebook should have already started as well as radio advertisements so that people know that the concert is taking place, when it is on and when they can buy the tickets.

Because social media plays such a crucial role nowadays when it comes to marketing it has to be represented strongly in the example graph. That is why the advertising campaign starts with a Facebook campaign to inform the audience about the concert, there is a reminder about the event more or less in the middle of the process on Twitter and Facebook and the marketing ends in a “last minute” campaign on Instagram and Facebook. According to the customer profiles from the observation (table 3) and the questionnaire (table 4) the average customer is a woman under the age of 25. This supports the idea that the main marketing should be done on social media because that is where the young crowd can be found the easiest.

In the Attachments 1 and 2 print media’s clear effect on ticket sales can be seen in the sales numbers. Surprisingly, it affected the ticket sales very positively and that is why it can also be found in the case of band X. It is not placed first in the actions because it is often more expensive than, for example, social media and the effects are uncertain, however, print media is still very useful and people respond to it. Therefore, social media is used first and if it hasn’t developed the desired results the campaign moves on to print media. Other print media examples are posters, flyers, postcards, greeting cards, folders, calendars, stickers, vouchers and bookmarks. (Coles 2014, 136.)

In both observation and questionnaire customer profiles (tables 3 and 4) the ethnicity of a majority of the audience was Spanish. Therefore, it is important to do marketing in the language that they would understand and using visible and suitable methods of advertising. That is why “Jenesaispop.com” and “Los40.com” are perfect for the purpose, because they are popular Spanish websites. The “Jenesaispop.com” advertisement banner is placed on the website in the middle of the marketing process and “Los40.com” after it, though for a week or so the two are overlapping. In both attachment 1 and attachment 2 the actions are done, if not at the same time, then some of them overlap each other at some point. This thought was kept in mind when making the example case where the marketing actions consistently overlap. This is thought to provide exposure to the customer from multiple channels.

Google search + Display engine or Search Engine Optimisation is a tool that helps the company appear as one of the first pages when certain words are entered into the search field. By using this tool the company can also follow where the people come from that look at the page, the length of their stay on the website and what keywords they used exactly. (Bowdin 2012, 433.) The use of this tool is placed in the beginning of the marketing process but it does not start exactly after the tickets come out but about a week later. It lasts for two months.

## 8.2 Tips

“Communications can be defined as the exchange of meanings between people through a common system of symbols, such as – and especially – language” (Getz 2012, 168). Language is thought to include at least speech and rhetoric, public relations, intercultural communication and mass communications technology. However, to understand the language one also needs to understand its cultural context. Events are often treated as communication tools from event marketing’s point of view and as a way to understand culture. (Getz 2012, 168.) At its simplest form information theory is a process between the “sender” and the “receiver”. However, it is not just about sending out messages to the target audience. The “sender” also needs to be careful with the information he sends because if he does not monitor and evaluate the messages he sends the information can be interpreted wrongly. The audience might decode the messages wrongly if they are unclear or have a certain social or cultural preference. (Getz 2012, 169.)

The purpose behind events is to create “once in a lifetime” experiences for the audience. Even if some people go to an event once a year every single concert should still be considered a special moment in their life. The organizer has to know what event experience is so that they can plan and design it for their customers. If they do not understand what an event means to people they cannot plan it well and make it important for them. (Getz 2012, 190.) An event is not a physical product and therefore promoting it is more complicated. The organizer needs “an understanding of the event experience that appeals to attendees.” (Bladen 2012, 171.) People who do not have good event experiences very rarely become loyal customers or develop a habit

of going to concerts. Exceptions are novelty seekers who are constantly looking for new events and experiences. Memorability and alteration of event experiences are key words when organizing events. (Getz 2012, 267.) The main thing as an organizer is to try and imagine themselves in the shoes of a participant. This is the only way to really understand what the audience wants and what they will experience. Research plays a crucial part in getting this information. (Walmsley & Franks 2011, 10.)

Marketing is often confused with meaning the same as advertising when in fact advertising as well as sales are only parts of marketing. Marketing connects the organization with its stakeholders and together they attempt to reach the organization's goals. Communication is the main tool used in this process. "Marketing requires research to gain understanding of customers' and other stakeholders' needs, motives and choices, the effectiveness of communications, and the influences of price and supply." (Getz 2012, 290.)

There should always be at least so much advertising that people know when and where the event is. After the audience has been exposed to the adverts the decision whether to buy a ticket to the event or not is in their hands. One tip for advertising in magazines and newspapers is that it has been noticed that when ads are on the right-hand side of the newspaper or magazine people tend to notice it better and react to it than to an ad that is on the left-hand side. The day is also important. Readers react to ads more on a specific day than other days. (Conway 2009, 65-66.) When planning a campaign in a newspaper or magazine a good way to keep track of how effective the marketing is on each number or issue is to write just a little different kind of an ad each time. Just changing one word in a sentence can have big effects. This will give feedback that will show directly in the ticket sales. This gives valuable information on what will work next time and what might not work so well. (Conway 2009, 66.)

Advertising is important to be focused on to those publications that the target audience would definitely come across, see or read (Conway 2009, 66). Previously mentioned Shangay.com was a good example of this. Live Nation Spain had a banner put on their website for Macklemore & Ryan Lewis' concert because the duo have been supporting the equal gay and lesbian rights very openly and the website is directed



for the Madrid gay and lesbian community. Also, for example, if the target audience is people closely around the age of 20 the best place would probably be social media or Internet in general because they carry smart phones with them and spend most of their time online. (Conway 2009, 66.)

Another idea for advertising is putting information about a future event the company is organizing on the tickets that are already being sold. For example, Coldplay tickets were sold out in just a few hours, which was expected to happen, but there are other bands that sell hardly any tickets. The idea would be to put an advertisement of the band's concert that is not selling very well in the back of Coldplay's concert tickets so that everyone who bought a ticket to see Coldplay would also get to see which other bands are performing in Madrid as well. The bands have to be of a similar genre though, so that it would be the most beneficial. For example, someone who had bought a ticket to see Ellie Goulding probably would not buy a ticket to see Iron Maiden and vice versa even if he saw the ad on their ticket. He is very likely not interested in a hard rock band. (Conway 2009, 69-70.)

Live Nation Spain already have their own newsletter that is sent to the ones that have requested it. The newsletter holds some first-hand information about upcoming shows. Should there be a group or organization in Madrid or in Spain that would be particularly interested in a concert that Live Nation Spain is organizing the newsletter, some other kind of e-mail notification or a handbill of the concert should be sent to that group too. They could share it within their group, put it in their own newsletter and even forward it to another group that they think might be interested in it. This would provide the event with even greater coverage and would not cost anything but time. (Conway 2009, 67.)

Companies and organizations should not be afraid of feedback or to listen to the audience. However, many businessmen, company leaders and even event organizers have a fear of the customer. It can be challenging to meet up with the potential customer because the organizer's opinions might differ greatly from theirs and what he might want as a customer can be completely different than what the organizer thought the potential customers would like. Also, if there is a customer who is unhappy with their experience of the company, for example, after an event it is hard to re-

ceive and accept the negative feedback. People dread complaints but a customer who complains is a customer who wants something, has given the matter some thought but is not satisfied and is sending out sales signals. The signals just have to be received and responded to. “Unsatisfied customer is an opportunity.” (Zevenbergen 2010, 78-79.)

## 9 NEW TOOL FOR ANALYSING TICKET SALES

A new tool was created to help Live Nation Spain analyze their ticket sales better in the future. It was created by using Excel and given to them as part of this thesis. With the tool they can monitor what kind of an effect different marketing actions have on the ticket sales. A table can be found in the Excel file where the desired dates can be written into and also the number of tickets that were sold on those days. Both of these have their own individual columns. The tool automatically takes the information from both columns and creates a graph by using them. The user can choose himself the unique features for the graph. The example graphs can be found in the “Attachments” section titled Attachment 1 and Attachment 2.

As seen in the Attachment 1 the first day that was given was 19.10.15 but there were no sold tickets because tickets were not out yet. Therefore, the line in the graph is low. For the next date 28.10.15, however, the line goes up because that’s when the tickets came out and the exact number of tickets that were sold that day was 313. The third given date is 6.11.15 and the line keeps rising as the number of sold tickets was 614 and so on. The dates entered into the table do not have to have a pattern meaning that there does not have to be one specific day for every week. They can be random as well. In any case the graph will create a smooth and rational line.

When the desired information has been placed in the table and the graph has been created, the marketing actions can be placed in the graph. The tool has these qualities already in it. All the text fields seen in Attachment 1 can be rewritten, made smaller or bigger and moved around to the place where they are needed. If there are too many of them the extras can be erased from the graph and if there are too few of

them more fields can easily be added to the graph as well. All the arrows can be moved, multiplied or erased as needed and all the straight line segments can be made shorter or longer as desired. There can be as many arrows, straight line segments and text fields in the graph as needed but it is important that the graph remains in a form that is easy to read.

The purpose of this tool is to help Live Nation Spain picture the effect the marketing actions have on ticket sales. It is very easy to use but takes time as each number, date and action has to be placed there separately. A better tool would have been the kind that takes the sales information automatically from the ticket selling program and they would not have to be placed there manually but unfortunately this kind of tool was not found.

## 10 CONCLUSION

This thesis was important to the company so that they can develop the way they function and concentrate on carrying out the right actions at the right moment. Both the quantitative and the qualitative research provide the company with more detailed information about their possible customers. The company should continue to focus on the customer in the future as well. The tips given to them based on the research should help them plan their actions better and hopefully gain more new customers. Reorganizing the actions done in the marketing process so that they are done more evenly should help them advertise their events in a more balanced way.

No two events are exactly alike because the artist is different and therefore the fans may also differ from the audience at another concert. It is important to remember all this as it makes planning the marketing process difficult. The first thing the company needs to do though is to take their resources into consideration before they decide what actions to take. Whether it's financial or manpower resources, they need to have enough to execute their plans or at least know the limit or budget they have to work with. Some plans, for example, a TV advertisement may be bigger than others and a company might have to take risks with them. It all comes down to the budget in

the end and what they can afford to do. There is also social media which is a relatively cheap and easy way to advertise but it requires a lot of time.

There is no clear plan for doing a marketing process perfectly because so many things affect the process and they cannot possibly all be controlled. It is easy to start with just a few good marketing actions but where it goes from there is up to the crowd. There is no point in executing a big and quite expensive radio campaign at the end or even in the middle of the process if there are only a few tickets left to sell. The whole process has to be evaluated while it is on-going and correct it if it goes the wrong way or strengthen it if it is heading the right way.

The tool given to Live Nation Spain is easy to use and should help them in the future. Also the questionnaire conducted in this thesis can easily be modified if needed and used again in another concert. The questions in it are very universal and they can be used again when examining another event.

This thesis provides a good platform for future studies if they desire to go even deeper into examining the events, marketing, ticket sales and the customer. It would be very useful for them to conduct a bigger survey, in the future, that would contain a bigger sample pool than just one concert. This would give them a lot of valuable information about their customers and where they can be found.

## SOURCES

- Bladen, Charles & Kennell, James & Wilde, Nick & Abson, Emma 2012. Events management. An introduction. London: Routledge.
- Bloomberg business 2016. Company Overview of Live Nation España SAU. Referenced 31.3.2016.  
<http://www.bloomberg.com/research/stocks/private/snapshot.asp?privcapId=30765501>
- Bowdin, Glenn 2012. Events management. 3<sup>rd</sup> edition. New York: Routledge.
- Coles, Linda 2014. Marketing with social media. New York: John Wiley & Sons.
- Conway, D G 2009. The Event Manager's Bible. The complete guide to planning and organizing a voluntary or public event. 3<sup>rd</sup> edition. London: Robinson.
- Dawson, Catherine 2009. Introduction to research methods. A practical guide for anyone undertaking a research project. 4<sup>th</sup> edition. London: Robinson.
- Dictionary.com 2016. Newsletter. Referenced 19.5.2016.  
<http://www.dictionary.com/browse/newsletter>
- Getz, Donald 2012. Event studies. Theory, research and policy for planned events. 2<sup>nd</sup> edition. New York: Routledge.
- Iñigo López Palacios 2010. El País 24.12.2010. El pastel es de Live Nation. Referenced 31.3.2016. Translated from Spanish by Sara Pitkänen.  
[http://elpais.com/diario/2010/12/24/tentaciones/1293218574\\_850215.html](http://elpais.com/diario/2010/12/24/tentaciones/1293218574_850215.html)
- Kennedy, Mary 2006. Digital advisor. Eight important features of observation research. Referenced 2.4.2016.  
<https://www.msu.edu/user/mkennedy/digitaladvisor/Research/guidetoobservations.htm>
- Live Nation Entertainment 2016. Referenced 15.3.2016.  
<http://www.livenationentertainment.com/>
- Masterman, Guy & Wood, Emma H. 2005. Innovative marketing communications. Strategies for the events industry. London: Elsevier.
- McLeod, S. A. 2015. Simply psychology. Observation Methods. Referenced 2.4.2016. <http://www.simplypsychology.org/observation.html>
- McLeod, S. A. 2014. Simply psychology. Questionnaires. Referenced 5.4.2016.  
<http://www.simplypsychology.org/questionnaires.html>
- Meerman Scott, David 2010. The new rules of marketing and PR. New York: John Wiley & Sons.
- Next Big Sound 2016. The taxonomy of artists. Laying the foundation for performance benchmarks. Referenced 20.5.2016.  
<https://www.nextbigsound.com/industry-report/2016>
- Planetary Group 2016. How to plan for an album release. Referenced 7.5.2016.  
<http://www.planetarygroup.com/music-promotion-guide/plan-album-release>
- Reference for Business 2016. Live Nation, Inc. – Company profile, Information, Business description, history, background information on Live Nation, Inc. Referenced 20.5.2016. <http://www.referenceforbusiness.com/history2/54/Live-Nation-Inc.html>

- Walmsley, Ben & Franks, Anna 2011. The audience experience: changing roles and relationships. In a work Ben Walmsley (editor) Key issues in the arts and entertainment industry. Oxford, United Kingdom: Goodfellow publishers.
- Zevenbergen, Leen 2010. Rip off your necktie and dance. Bilthoven: Barnyard publishers.

## ATTACHMENTS

Attachment 1: Macklemore & Ryan Lewis ticket sales vs. marketing graph.

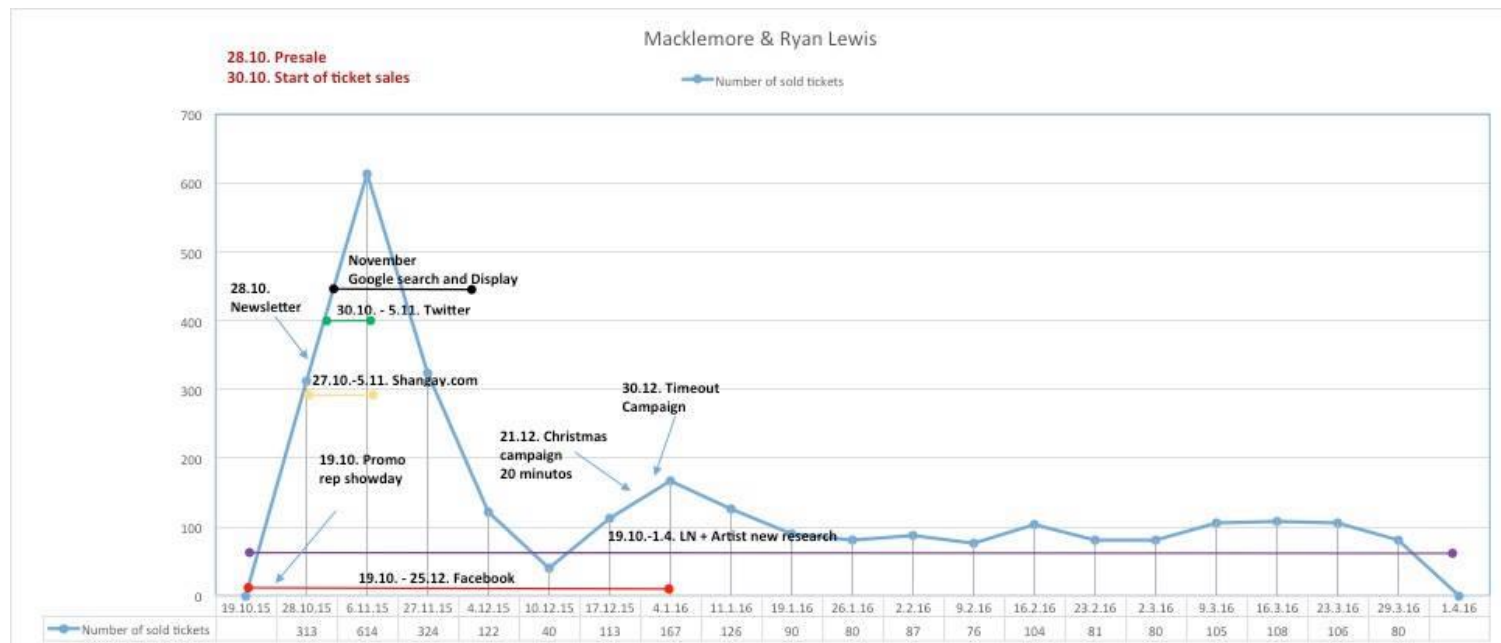
Attachment 2: Ellie Goulding ticket sales vs. marketing graph.

Attachment 3: A flyer with a link to the questionnaire.

Attachment 4: Research questionnaire in Spanish.

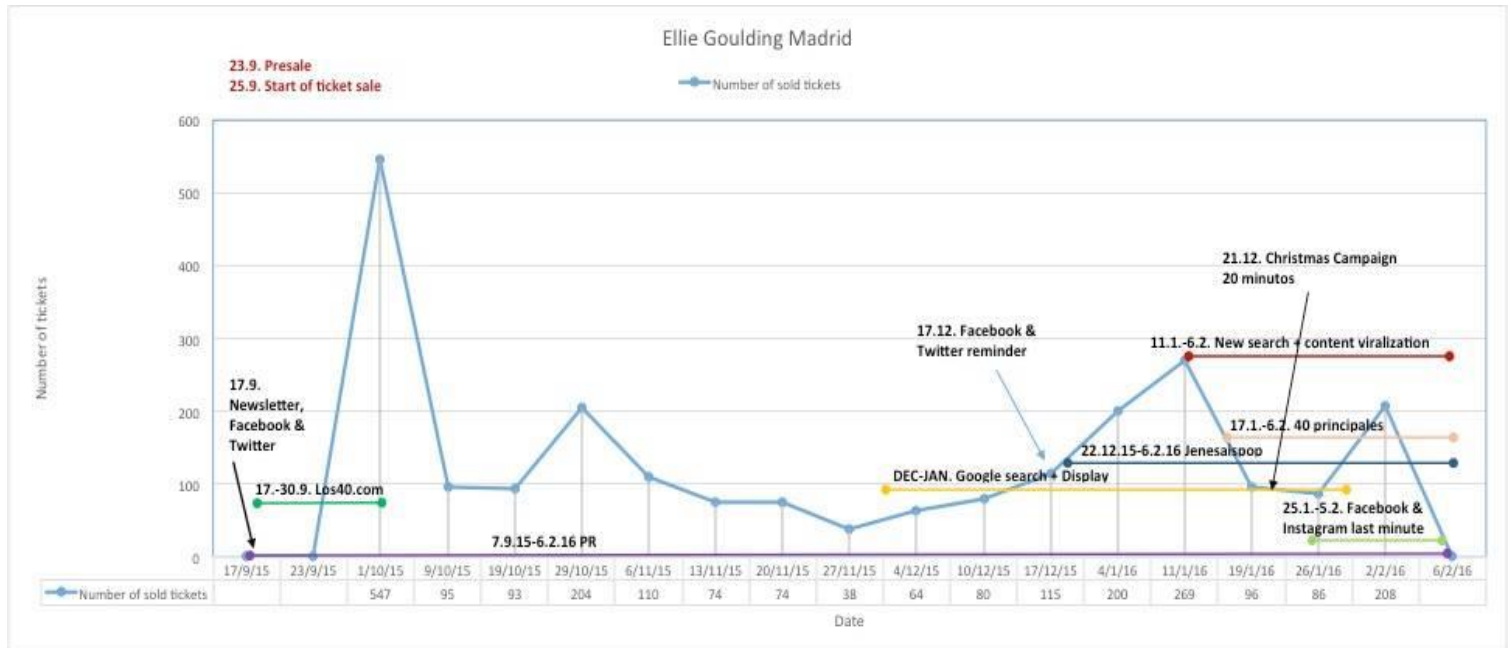
Attachment 5: Research questionnaire in English.

## Attachment 1: Macklemore &amp; Ryan Lewis ticket sales vs. marketing graph.





## Attachment 2: Ellie Goulding ticket sales vs. marketing graph.



Attachment 3. A flyer with a link to the questionnaire.

¡Hola!

Me llamo Sara y soy una estudiante de la gestión cultural. Escribo mi tesis sobre los asistentes a conciertos y necesito tu ayuda. Estoy pidiendo unos minutos de tu tiempo para rellenar un cuestionario rápido sobre el concierto de hoy. El cuestionario está en la dirección web de abajo. Tiene 11 preguntas fáciles de las cuales 9 son obligatorias. Vas a responder de forma anónima. ¡Gracias por tu ayuda!

**<https://www.webpolsurveys.com/S/2D5D2B7BE937CAFB.par>**

Hello!

My name is Sara and I'm a cultural management student. I'm writing my thesis about concert goers and concert ticket sales and I need your help. I'm asking for a few minutes of your time to fill in a quick questionnaire about today's concert. The questionnaire can be found in the address below. It has 11 simple questions of which 9 are mandatory. The questionnaire will be answered anonymously.

I appreciate your help!  
Thank you!

**<https://www.webpolsurveys.com/S/7B968779444CD1A7.par>**

Attachment 4: Research questionnaire in Spanish.

### ***Cuestionario en Español: Macklemore concierto***

**1. Sexo \***

- ☐ Masculino  
☐ Femenino

**2. Edad \***

- ☐ 16-25  
☐ 26-35  
☐ 36-45  
☐ 46-55  
☐ 56-

**3. ¿Dónde vives? \***

- ☐ Madrid Capital  
☐ Comunidad de Madrid  
☐ Otro

---

**4. ¿Con quién fuiste al concierto? \***

---

---

---

40 characters remaining

**5. ¿Cómo viajaste al concierto? \***

- ☐ Caminando  
☐ Metro

- ☐ Autobus
  - ☐ Tren
  - ☐ Coche propio
  - ☐ Taxi
  - ☐ Bicicleta
  - ☐ Otro
- 

**6. ¿Cómo te enteraste del concierto? \***

- ☐ Medios de comunicación social, cuál
- 

- ☐ Un periódico/Una revista, cuál
- 

- ☐ Televisión
  - ☐ Radio
  - ☐ Un cartel/Flyer
  - ☐ Un amigo
  - ☐ Newsletter
  - ☐ Otro
- 

**7. ¿Cuándo decidiste venir al concierto? \***

- ☐ Cuando los billetes estuvieron en venta
- ☐ Hace unos meses
- ☐ Hace un mes
- ☐ Hace unas semanas
- ☐ La misma semana del concierto
- ☐ El mismo día del concierto

**8. ¿Dónde encontraste información sobre el concierto? \***

---

---

---

100 characters remaining

**9.** ¿Dónde compraste tu billete? \*

- ☐ Internet
- ☐ Una tienda
- ☐ Por teléfono
- ☐ Otro
- 

**10.** ¿Hubo algo especial que influyó en tu decisión de comprar el billete?

---

---

---

100 characters remaining

**11.** ¿Tienes algo más que quieras decir sobre el concierto?

---

---

---

200 characters remaining

## Attachment 5: Research questionnaire in English.

***Questionnaire in English: Macklemore concert*****1. Gender \***

- ☐ Male  
☐ Female

**2. Age \***

- ☐ 16-25  
☐ 26-35  
☐ 36-45  
☐ 46-55  
☐ 56-

**3. Where do you live? \***

- ☐ City of Madrid  
☐ Community of Madrid (Comunidad de Madrid)  
☐ Other

---

**4. Who did you go to the concert with? \***

---

---

---

40 characters remaining

**5. How did you travel to the concert? \***

- ☐ Walking  
☐ Metro

- ☐ Bus
  - ☐ Train
  - ☐ Own car
  - ☐ Taxi
  - ☐ Bicycle
  - ☐ Other
- 

**6. How did you find out about the concert? \***

- ☐ Social media, which one
- 
- ☐ Newspaper/Magazine, which one
- 

- ☐ TV
  - ☐ Radio
  - ☐ Poster/Flyer
  - ☐ A friend told me
  - ☐ Newsletter
  - ☐ Other
- 

**7. When did you make the decision to come to this concert? \***

- ☐ When the tickets came out
- ☐ Several months ago
- ☐ A month ago
- ☐ A few weeks ago
- ☐ The week of the concert
- ☐ The day of the concert

**8. Where did you find information about this concert? \***

---

---

---

100 characters remaining

**9. Where did you buy your ticket? \***

- ☐ Online
- ☐ In a shop
- ☐ By phone
- ☐ Other
- 

**10. Was there something special that affected your decision to buy the ticket?**

---

---

---

100 characters remaining

**11. Is there anything else you would like to say about the concert?**

---

---

---

200 characters remaining